

STATE OF CALIFORNIA
CITIZENS REDISTRICTING COMMISSION (CRC)

In the matter of:
CRC PUBLIC MEETING

TUESDAY, DECEMBER 1, 2020
9:30 a.m.

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APPEARANCESCOMMISSIONERS

J. Kennedy, Chair
Antonio Le Mons, Vice-Chair
Isra Ahmad, Commissioner
Linda Akutagawa, Commissioner
Jane Andersen, Commissioner
Alicia Fernandez, Commissioner
Neal Fornaciari, Commissioner
Sara Sadhwani, Commissioner
Patricia Sinay, Commissioner
Derric Taylor, Commissioner
Pedro Toledo, Commissioner
Trena Turner, Commissioner
Angela Vazquez, Commissioner
Russell Yee, Commissioner

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Freda Ceja, Communications Director
Wanda Sheffield, Office Technician

TECHNICAL CONTRACTORS

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PRESENTERS

Amy O'Hare, Massive Data Institute
Waldo Jaquith, US Digital Response
Alex Allain, US Digital Response
Robin Carnahan, US Digital Response
Sofia Garcia, Redistricting Partners
Camila Chavez, Dolores Huerta Foundation

Also PresentPublic Comment

Rosalind Gold, NALEO
Lori Shellenberger, Common Cause
Helen Hutchison, League of Women Voters of California
Samuel Sukaton, California League of Conservation Voters
Education Fund
Lori Shellenberger, Common Cause
Jesus Garcia



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P R O C E E D I N G S

December 1, 2020

9:30 a.m.

CHAIR KENNEDY: Good morning, everyone. Welcome back from the Thanksgiving holidays. I hope everyone had a pleasant and restful time of it. We are back to work at the Citizens Redistricting Commission. I would ask staff to call the roll.

MS. SHEFFIELD: Good morning.

Commissioner Le mons.

COMMISSIONER LE MONS: Here.

MS. SHEFFIELD: Commissioner Sadhwani.

COMMISSIONER SADHWANI: Here.

MS. SHEFFIELD: Commissioner Sinay.

COMMISSIONER SINAY: Here.

MS. SHEFFIELD: Commissioner Taylor.

I think he's here. Yeah.

Commissioner Toledo. No?

Commissioner Turner.

COMMISSIONER TURNER: Here.

MS. SHEFFIELD: Commissioner Vazquez.

COMMISSIONER VAZQUEZ: Here.

MS. SHEFFIELD: Commissioner Yee.

COMMISSIONER YEE: Here.

MS. SHEFFIELD: Commissioner Ahmad.

COMMISSIONER AHMAD: Here.



1 MS. SHEFFIELD: Commissioner Akutagawa.

2 COMMISSIONER AKUTAGAWA: Here.

3 MS. SHEFFIELD: Commissioner Andersen.

4 COMMISSIONER ANDERSEN: Here.

5 MS. SHEFFIELD: Commissioner Fernandez.

6 COMMISSIONER FERNANDEZ: Here.

7 MS. SHEFFIELD: Commissioner Fornaciari.

8 COMMISSIONER FORNACIARI: Here.

9 MS. SHEFFIELD: And Commissioner Kennedy?

10 CHAIR KENNEDY: Here.

11 And I do see that Commissioner Taylor is on with us.

12 MS. SHEFFIELD: Yes. Thank you.

13 COMMISSIONER TAYLOR: Sorry. I'm having some
14 internet issues.

15 CHAIR KENNEDY: Good luck with that.

16 Let me call for any announcements. No one else.

17 MS. SHEFFIELD: Katie just fell, but she's fine.

18 CHAIR KENNEDY: Okay. With that, I will ask Katie
19 to please read the instructions for public comment. Good
20 morning, Katie.

21 PUBLIC COMMENT MODERATOR: Good morning.

22 In order to maximize transparency and public
23 participation in our process, the commissioners will be
24 taking public comment by phone.

25 To call in, dial the telephone number provided in



1 the live stream feed. The telephone number is 877-853-
2 5247. When prompted, enter the meeting ID number
3 provided on the livestream feed. It is 92738068918 for
4 this week's meeting. When prompted to enter a
5 participant ID, simply press pound.

6 Once you have dialed in, you will be placed in a
7 queue from which a moderator will begin unmuting callers
8 to submit their comment. You will also hear an automatic
9 message to press star 9. Please do this to raise your
10 hand indicating you wish to comment. When it is your
11 turn to speak, the moderator will unmute you and you will
12 hear an automatic message that says, the host would like
13 you to talk and to press star 6 to speak.

14 Please make sure to mute your computer or livestream
15 audio to prevent any feedback or distortion during your
16 call. Once you are waiting in the queue, be alert for
17 when it is your turn to speak. And again, please turn
18 down the livestream volume. These instructions are also
19 located on the website.

20 The Commission is taking general public comment at
21 this time. And we do have some people in the queue.

22 CHAIR KENNEDY: Very good. Invite them to join us,
23 please.

24 PUBLIC COMMENT MODERATOR: I will.

25 If you will please stay and spell your name for the



1 court reporter.

2 MS. GOLD: Hi. Good morning. This is Rosalind
3 Gold. R-O-S-A-L-I-N-D. And the last name is Gold,
4 G-O-L-D.

5 Chair Kennedy, Vice-Chair Le mons, fellow
6 Commissioners, I'm Rosalind Gold with the NALEO
7 Educational Fund. Thank you so very much for this
8 opportunity to talk with you this morning. And I do hope
9 all of you had restful Thanksgiving breaks as well.

10 I wanted to make a general comment on two documents
11 that have been posted by the commission. With both of
12 these documents, one is the strategy map for outreach and
13 the other is the RFP for the line drawer.

14 I first of all want to thank the commissioners for
15 the thoughtfulness, the insightfulness, the really big-
16 picture thinking that the Commission has done in
17 preparing these documents. They have incorporated some
18 of the comments we have made already, and we really
19 appreciate the hard work and the insightfulness that have
20 gone into them.

21 With respect to the strategy map, I just wanted to
22 let the Commission know that together with a
23 collaborative of advocates of community groups, we will
24 be submitting additional comments on the strategy map.
25 This includes Redistricting California and an alliance of



1 integrated voter engagement organizations that is
2 coordinated by Advancement Project California. Together,
3 we're going to be providing some additional perspectives
4 and comments in a formal letter on the strategy map.

5 All I can say is that the comprehensive and
6 thoughtfulness of the strategy map was actually quite
7 inspiring to us, so we want to work as partners with the
8 Commission moving forward.

9 Similarly, with respect to the RFP for the line
10 drawer, I think we wanted to get a sense of what the
11 process is going to be in terms of getting that to the
12 finish line. Because again, I think we would like to
13 present some of our organizations individually, or as a
14 collaborative, would like to present some comments on the
15 line drawing RFP. So I just was asking for clarification
16 on what the process for moving that RFP forward is.

17 Thank you so much again. And thank you again for
18 all of your hard work.

19 CHAIR KENNEDY: Thank you, Ms. Gold. The discussion
20 on the various RFPs is currently scheduled for tomorrow.
21 So I would encourage you and all of the other partners
22 who are interested in the RFPs and the various scopes of
23 work to tune in for the discussion tomorrow. And we look
24 forward to your further comments on those documents and
25 the process. Thank you again.



1 MS. GOLD: And thank you.

2 CHAIR KENNEDY: Next caller, Katie.

3 PUBLIC COMMENT MODERATOR: Yes, I am working on
4 that.

5 If you would please state and spell your name for
6 the court reporter.

7 MS. SHELLENBERGER: Good morning. This is Lori,
8 L-O-R-I. Last name, Shellenberger,
9 S-H-E-L-L-E-N-B-E-R-G-E-R, and I'm the redistricting
10 consultant for Common Cause.

11 And good morning to the commissioners, and I hope
12 you all had a nice break and a good Thanksgiving.

13 I wanted to just -- I won't elaborate. I'll echo
14 the comments of my colleague, Rosalind Gold, as to the
15 work that you've all put into these documents. And
16 appreciate the posting of the documents. I know many of
17 them were posted last Friday. And there were documents
18 being posted throughout the day yesterday.

19 I had a couple of additional follow-up questions
20 regarding the partial RFP for the line drawer. And one
21 of those is whether you will be taking -- if you plan to
22 take any action on that this week or if there will be
23 time for a formal written comment because Common Cause
24 does facilitate that large collaborative, and we would
25 like to provide written comments on the RFP, and we could



1 do that in a more comprehensive and effective way and be
2 a better partner if we have a little time to do that.

3 And the second question was, and I know this may be
4 answered by the word partial, but it does say at the top
5 of what has been posted that it's seventy-three pages and
6 there are about ten pages that were posted. And I wasn't
7 sure if that means that there are sixty-three additional
8 pages that just weren't posted, if that pagination is a
9 holdover from before. So if you could just clarify if
10 there are additional pages that will be posted in them.
11 Thank you.

12 CHAIR KENNEDY: Ms. Shellenberger, the additional
13 pages are boilerplate that we have no ability to modify.
14 Those are standard state clauses and provisions. So, you
15 know, you are certainly welcome to take a look at them.
16 But any comments on them would have to go to the state
17 itself and not to the commission, since we have no
18 ability to modify that language.

19 As for when we will be taking action, we certainly
20 want public comment, value public comment, but we also
21 need to be mindful of the timeline under which we are
22 operating. And unfortunately, there are many steps that
23 these RFPs have to go through after we approve them,
24 before we can actually make use of them. And then there
25 is the matter of actually eventually awarding a contract



1 before the work can actually start.

2 And I will ask Director Claypool to expand on that a
3 bit in his report, but we are somewhat under the gun and
4 doing the best we can to get these out. But we would
5 encourage you to get your comment in to us as quickly as
6 possible. And focusing on the elements that have been
7 presented so far, mindful that the rest is boilerplate
8 that we cannot modify.

9 MS. SHELLENBERGER: Okay. I understand. I
10 understand that. And then I appreciate that. It just
11 wasn't -- given that the last RFP was voluminous, we just
12 weren't sure if there were still pages to be coming.

13 And so I -- and also appreciate that it's very clear
14 there was a lot of time put into thinking, sort of,
15 outside the box and coming up with something that is
16 adaptable and fits the time.

17 But also, just to the extent that a decision, even
18 if it means putting it off until Thursday, it gives
19 groups more time because we really -- it was posted --
20 this did not go on the website until late last night.
21 Folks scrambled to read it this morning and had a very
22 brief discussion very early this morning about it. But
23 to the extent that we have time to be good partners and
24 provide meaningful feedback, we'd appreciate as much time
25 as possible, understanding that you're balancing that



1 tension with a tight timeline. So I appreciate that.

2 And we'll do our best to get formal comments to you
3 before this meeting concludes (indiscernible) --

4 CHAIR KENNEDY: Okay. As I had mentioned to Ms.
5 Gold, the discussion on RFPs is scheduled for tomorrow
6 afternoon. And I do understand that that is, you know,
7 before Thursday. But if at all possible, comments before
8 lunch tomorrow, we might be able to have a chance to
9 digest before we actually enter into our discussion.

10 MS. SHELLENBERGER: Okay. We'll do our best. Thank
11 you.

12 CHAIR KENNEDY: Very good. Thank you.

13 PUBLIC COMMENT MODERATOR: And we have another
14 caller.

15 CHAIR KENNEDY: Go ahead, Katie.

16 PUBLIC COMMENT MODERATOR: If you would please state
17 and spell your name for the court reporter.

18 MS. HUTCHISON: Sure. My name is Helen Hutchison,
19 H-E-L-E-N H-U-T-C-H-I-S-O-N, and I'm calling -- I'm
20 representing the League of Women Voters of California
21 today. And I want to first start by echoing the comments
22 both from Ms. Gold and Ms. Shellenberger and both in
23 thanking you for your work, but also in their comments.

24 I wanted to call your attention to our letter and
25 just say that the outreach plan, you know, thus far



1 looked good, but we really want to emphasize the amount
2 of time and energy it actually takes to develop quality
3 materials to be used in the outreach. And I'll
4 personally attest that even updating really good
5 materials from ten years ago has taken a significant
6 amount of time and energy.

7 Look forward to working with you on this. Thanks.

8 CHAIR KENNEDY: Thank you, Ms. Hutchison. And, yes,
9 having gone through the development of voter outreach
10 materials many, many times over the past several decades,
11 I know how big of an effort that takes and the importance
12 of it. So we very much appreciate your comments, and we
13 will certainly take that into account.

14 Katie?

15 PUBLIC COMMENT MODERATOR: Yes, we have one more
16 caller.

17 And if you'll please state and spell your name for
18 the court reporter.

19 MR. SUKATON: Certainly. My name is Samuel,
20 traditional spelling. Last name, Sukaton. That's
21 Sierra, Uniform, Kilo, Alpha, T, as in Thomas, O-N, as in
22 Nancy. From the California League of Conservation Voters
23 Education Fund. This is my first time before the
24 commission. Again, I want to appreciate, having watched
25 the process, the Commission's commitment to engagement



1 and to have a thoughtful partnership over the course of
2 this process.

3 And, you know, I want to emphasize Rosalind, Lori
4 and Helen's comments, and look forward to continuing that
5 partnership with a bit of forbearance on your part so
6 that we can get our heads together the way that you did
7 and provide a uniform response.

8 I think the old verse is, in a multitude of
9 counselors, there is safety. So again, excited to be
10 here, excited to respond to both the RFP and the outreach
11 plan. And I'm very grateful for your indulgence for a
12 little bit of time for us to get that together. Thank
13 you.

14 CHAIR KENNEDY: Thank you very much, Mr. Sukaton,
15 for your comment.

16 Katie, does that exhaust the queue at this point?

17 PUBLIC COMMENT MODERATOR: Yes, it does.

18 CHAIR KENNEDY: Very good.

19 I saw Commissioner Sinay's hand. No? Okay.

20 Any other commissioners at this point? Very good.

21 So I will turn to Dr. Claypool for his report and
22 again to ask if at some point in your report, you can
23 provide us with your thoughts on the timeline for these
24 recipes and where we stand.

25 DIRECTOR CLAYPOOL: Thank you, Chair.



1 Good morning. I'd like to start, first, I have made
2 a note of that, Chair Kennedy, and I will address it when
3 we get to contracts.

4 I'd like to start with discussing the postings for
5 new personnel with the commission. First of all, we had
6 a discussion earlier this week. Part of it was with the
7 Chair and also with Commissioner Sinay and Director Ceja,
8 and we will be making an offer, with the commission's
9 permission, to an individual, Marcy Kaplan, who is
10 currently working with Cal Census.

11 She was working there as a census manager, a grant
12 manager, and an outreach specialist. And we all liked
13 her. I don't know if you would like to first see her
14 resume. We did not post that, but we could distribute it
15 if you wish to see it. But that's our current projected
16 person to move into that position and help us with the
17 grant making process. And we'll talk about that in just
18 a little while.

19 Past that, we've run out of pretty much options on a
20 lot of our positions, so we are going out to do a
21 position VPOS (ph.) and also out to the public for eight
22 positions that we would like to fill just generally, and
23 with a permanent position, which I think was the
24 Commission's desire during the discussion.

25 Those eight positions will be -- we will transition



1 one of our office technicians to a commission secretary.
2 That person will replace Wanda, who will then just move
3 to what we actually hired her as, as a part-time
4 technician, and will be helping role with moving the
5 commission contracts and also moving the commission's per
6 diem statements and so forth, more as a general
7 assistance and on a part-time basis.

8 The Commission secretaries envision to take
9 attendance, assist with the agenda, and keeping track of
10 the Commission calendar, tracking requests for website
11 postings, many of the things that we're doing kind of as
12 an ad hoc committee right now.

13 And eventually, this person will work more with Mr.
14 Ceja than with us, simply because he'll be doing the
15 posting on the agendas, or posting the things that go for
16 the agenda onto our website that he will be taking over.

17 We're also looking at a budget analyst position that
18 was originally approved by you but hasn't been filled. A
19 budget accounting position, a budget account assistant
20 position that hasn't been filled. A position as a budget
21 input analyst that we had filled with an RA, but we're
22 going back out to look for a different skill set,
23 particularly fiscal, and to make sure that we have
24 somebody who can take care of that part of the operation
25 for us. A procurement analyst, an assistant procurement



1 analyst, those are also positions that you have you have
2 originally approved. And then we have two positions that
3 will be new. They will fit into the positions that were
4 approved by the 2010 Commission. One of them is a
5 communications manager, and you'll see that person on the
6 organizational chart that was posted working directly for
7 Director Ceja. And then you will also see a senior legal
8 analyst, and that individual will be working directly for
9 our chief analyst.

10 So we're advertising for those positions. It will
11 take -- we'll post, we'll get the advertisements in, then
12 we'll have to interview. So these positions are weeks
13 out, but that's as fast as we can fill them. And then
14 when we have them, then we'll bring them forward for your
15 approval.

16 So I guess the first order of business is, does the
17 commission want to ask me any questions about Ms. Kaplan,
18 or is there any concern with bringing her aboard?

19 CHAIR KENNEDY: I would say, as a general matter,
20 that it would be preferable to see these four proposed
21 hires. But that's my opinion, and I'm certainly happy to
22 hear other commissioners opinions.

23 Commissioner Fernandez?

24 COMMISSIONER FERNANDEZ: I believe Commissioner
25 Turner was first.



1 CHAIR KENNEDY: Okay. I'm having problems seeing
2 hands against backgrounds.

3 Commissioner Turner?

4 COMMISSIONER TURNER: Yeah, I just wanted to
5 clarify. Have we determined that we indeed are going to
6 go through with the grant process ourselves, as opposed
7 to outsourcing it?

8 DIRECTOR CLAYPOOL: So my understanding is, one way
9 or another, we are entertaining the idea of having the
10 grant process. So whether we do it in a smaller like CBO
11 model, or whether we do a large granting organization,
12 we're going to need somebody who has experience writing
13 up the proposals, and tracking the grants, and writing
14 the final report. So either way, this person would be
15 applicable there.

16 But Ms. Kaplan also has -- was heavily involved with
17 the outreach as well. And so she seemed like a pretty
18 natural fit to fill a lot of different needs that our
19 deputy executive director and director say are going to
20 need as we move forward.

21 CHAIR KENNEDY: Commissioner Turner?

22 COMMISSIONER TURNER: So for me it seems a little
23 premature without knowing exactly what the job
24 description will be. Will it be for the full parameter
25 of interacting with all of the grants that go out at a

1 smaller level for CBO, or if the need, she's looking at
2 interacting with a larger entity would make a difference,
3 I would imagine, in job description, salary, length of
4 term.

5 CHAIR KENNEDY: Director Claypool?

6 DIRECTOR CLAYPOOL: Actually, Commissioner, she
7 would come in as an AGP, associate government program
8 analyst. You'd have a wide range of job description and
9 things that we would require of her.

10 Anybody working for this commission has a 50 percent
11 other duties as required just because we are a very small
12 organization. And so when we spoke with her, and I think
13 that Commissioner Sinay and -- well, actually,
14 Commissioner -- or Director Ceja could speak to this --
15 she's a very, very bright person. She'll fit in to just
16 about anything we need her to do.

17 But first of all, if we are going to take on this
18 grant responsibility, we need somebody who can put that
19 into play for us, as far as writing the proposals and
20 knowing how the entire process worked. And she did that
21 for Cal Census.

22 CHAIR KENNEDY: Very good.

23 Commissioner Fernandez?

24 COMMISSIONER FERNANDEZ: I've got a couple of
25 questions. Also regarding this census outreach

1 specialist, is this a new position that needs to be
2 established? And then my other question was, you
3 mentioned the senior legal analysts working for the chief
4 analysts. Did you meet the chief counsel?

5 DIRECTOR CLAYPOOL: Yes, I did.

6 No, it's not a new position, Commissioner. It's one
7 of them that was established by the 2010 Commission.
8 We'll be folding her into an AGPA position. I gave that
9 outreach and grants analyst title strictly to be
10 descriptive so that we knew how we envisioned her fitting
11 in immediately. But we have all the positions that were
12 established by the 2010 Commission still available, but
13 they are available by the amount that we can pay for
14 them.

15 So if for some reason Ms. Kaplan was not agreeable
16 to the salary range, then we would not be able to place
17 her into that position.

18 CHAIR KENNEDY: Commissioner Sadhwani?

19 COMMISSIONER SADHWANI: Before approval of this
20 position, can we get an update on the hiring of the
21 deputy executive director? I know at last meeting we had
22 talked about various ideas of how we might be able to
23 bring him on sooner, whether that be an interagency
24 agreement, or I think what's called a blanket set up of
25 some sort. Can we get some update on the status of that

1 hiring?

2 CHAIR KENNEDY: Director Claypool?

3 DIRECTOR CLAYPOOL: Absolutely. But I was going to
4 address that last with several other issues that I think
5 are after this week's discussions with several
6 commissioners. There are several things that fold into
7 this, so it will be the thing that takes the longest
8 conversation. So I was trying to get the things that
9 take the shortest amount of conversation out of the way
10 first.

11 CHAIR KENNEDY: Okay. Please, proceed with the rest
12 of the report.

13 DIRECTOR CLAYPOOL: I believe Commissioner Sinay had
14 wanted to make comment.

15 CHAIR KENNEDY: Oh, I didn't see that.

16 Commissioner Sinay?

17 COMMISSIONER SINAY: I did get -- I was privy to --
18 we had another conversation about things. And so
19 Commissioner Kennedy and I did receive the resume. And I
20 do agree that it's helpful just to see the resume so
21 people can see what -- you know, the experience --

22 This woman has a vast network and has worked in a
23 lot of different areas. She's not Sacramento focused.
24 So since this was her last position, she's worked a lot
25 in Santa Monica, L.A., different foundations and

1 nonprofits.

2 And so for that outreach piece that we really need
3 someone who can go out and connect with different, you
4 know. You don't need to know what community. You need
5 to know how to connect to a community. And from her
6 resumé -- it's great to know a community, but what we
7 need is someone who can run quickly. And I think she's
8 got that experience.

9 I just wanted to share. I asked a lot of the same
10 questions when we met, but I just wanted to share my
11 observations since I was one of the few --

12 CHAIR KENNEDY: Very good. Commissioner Le mons?

13 COMMISSIONER LE MONS: Yeah. I just wanted to chime
14 in and say that my position is the same, that we've hired
15 great leadership as it relates to our organization, and I
16 really want to trust that they can handle these personnel
17 issues. I'd like for us to, as commissioners, focus more
18 big picture and to step out of the weeds of these day to
19 day hires of these positions.

20 So I just wanted to put that on the record, and I
21 support the recommendation of Director Ceja and Director
22 Claypool and putting their organization together and
23 moving us forward.

24 CHAIR KENNEDY: Very good.

25 Commissioner Andersen and then Commissioner



1 Fernandez.

2 COMMISSIONER ANDERSEN: I agree with Commissioner Le
3 mons. That's exactly how I feel. But for our process,
4 we did request, when the hire is going to be made, is
5 that we did get to look at resumes. So I like that just
6 as a standard. I don't want to slow that down.

7 But just so we do have an idea, and so we have that
8 information. So I would appreciate if that continues, as
9 Commissioner Kennedy initially said as well.

10 But that said, I don't want to have this hold up our
11 approval of the person. I just want that to become
12 standard going forward.

13 CHAIR KENNEDY: Very good.

14 Commissioner Fernandez?

15 COMMISSIONER FERNANDEZ: Yes. I mentioned this at
16 our last meeting as well. And yes, outreach efforts, you
17 don't need to be from a certain area. But I think my
18 concern from the outside looking in is right now we have
19 a communications director, we have our subcommittee
20 Commissioners off in Southern California. Not to say
21 that that's bad or good, but I just really feel that that
22 just leaves us open for criticism and just for anyone to
23 say, well, all of them are from Southern California.
24 What about the rest of the of California? So I just want
25 to make sure that we're aware of that as we move forward.

1 And we're making cognizant or conscious decisions based
2 on that knowledge.

3 CHAIR KENNEDY: Thank you for that.

4 Commissioner Turner?

5 COMMISSIONER TURNER: Yes. Thank you, Chair.

6 And I just wanted to state, I guess for the record,
7 that being my intent, for sure, is not to hold up
8 anything. But it is a different frame just to hire, and
9 then to back into what we want people to do, for me. And
10 so I do appreciate clarity of knowing what the direction
11 is, what the hires are going to be doing, because I don't
12 want to then later be in a place of an inflated budget
13 that could have been avoided. And so I do trust our
14 directors to do the job, but I also want to have clarity.
15 And when we're hiring, why we're hiring, and if it's not
16 just -- because it almost appeared, we're hiring in and
17 then they'll do something, they'll do this or they'll do
18 something else. And I'm sure the person is amazing, but
19 I like when we have a little bit more detail about what
20 we're hiring people in to do specifically, or at least
21 generally.

22 CHAIR KENNEDY: Very good.

23 Back to you, Dr. Claypool.

24 DIRECTOR CLAYPOOL: Just on that, Commissioner
25 Turner. I understand that the primary reason that this

1 person is so attractive to us was her outreach, and we
2 know we're going to do that. And then the fact that she
3 also had this grantmaking skill was important.

4 After that, a lot of things are going to be put to
5 your staff that just have to get done that won't ever be
6 in their job description. But I appreciate that you want
7 to know you hired them for a reason to start with. So
8 I'll make sure to let you know.

9 So I will send the resume out to you and so that you
10 can take a look at it. As we get these other
11 individual's applications in, and we have a pool of them,
12 typically, the staff would go through and review who is
13 available and then make the selection and then send you
14 the resumes in that manner. For things like procurement
15 analyst and budget account assistance, I'm assuming that
16 that's going to be the preferable method rather than
17 having you go through all the staff interviews and so
18 forth.

19 So in the absence of somebody saying, no, you want
20 to sit through a week's worth of interviews, I'll just
21 assume that we can do that portion the way it was done
22 last time, the way it's typically done in the state.

23 So we should vote on the hire. But actually, no, we
24 don't want to vote on the hire. I want you to see the
25 resume first, and then we can come back later and do the



1 vote after you've determined that it is somebody that you
2 would like to be with your organization.

3 CHAIR KENNEDY: Very Good.

4 Commissioner Le Mons?

5 COMMISSIONER LE MONS: So am I to understand that
6 what we're saying is we want to see the hire's resume,
7 and until we see those resumes and review them, we can't
8 support the hire? That's what I think this has kind of
9 dovetailed into. If that's what we're saying, I'd like
10 us to vote on that.

11 The second thing I want to say is, much like the,
12 you know, Google Docs or if there can just be a place
13 that these resumes can be put. And if somebody wants to
14 go -- I don't want those resumes sent to me. So if
15 they're somewhere they can be put, and those of us who
16 want to go and look at resumes can do that. Great. But
17 I would prefer that I don't get sent all of these
18 documents.

19 CHAIR KENNEDY: Thank you.

20 Commissioner Fernandez?

21 COMMISSIONER FERNANDEZ: Yeah. I just want to kind
22 of echo what Commissioner Le Mons said. We did not see
23 the resumes for the prior hires. So if that's something
24 that we want to do, I agree, we need to decide on that as
25 a Commission, since we haven't done that so far. Because



1 again, they aren't direct hires in terms of what we
2 oversee, and we don't review all the resumes and the
3 applications and are in on the interviews, so I don't
4 necessarily need to see the resumes.

5 CHAIR KENNEDY: Commissioner Turner?

6 COMMISSIONER TURNER: Yeah. Thank you. And for
7 clarification, it is not my desire also to see all of the
8 resumes. I think what sent me down the path was, I had
9 questions around the way the position was introduced as
10 someone that was going to manage the grants. And so my
11 question was, did we determine we're going to be handling
12 grants or not? Yes or no? And it was then explained
13 that we will use her, whether it's for all of the grants,
14 if we're going to be handling them directly, or if it's
15 going to be for the larger, and she can do other things,
16 et cetera, I think is what sent me down the path of
17 saying, well, why are we hiring this individual if we
18 don't know.

19 But as far as needing to see resumes, trusting them
20 to make their hires, that's fine. My question had to do
21 with were we putting the cart before the horse in hiring
22 someone to manage grants if that was not the business we
23 were going to be in, and I got that answer. Thank you.

24 CHAIR KENNEDY: Very good.

25 Commissioner Fernandez?



1 COMMISSIONER FERNANDEZ: I'm sorry. And then just
2 one more thing going forward is, in the future, if there
3 are going to be hiring -- if the executive director wants
4 this to be an action item, it would be helpful for me if
5 I would have this information ahead of time, even if it's
6 just a one page saying, you know, I want to hire or
7 establish or start the recruitment for these positions
8 because it's hard -- I was trying to go from the
9 positions he was talking about, to then the listing of
10 positions that have been established already, to the org
11 chart. So I'm trying to do this during the meeting and
12 it just makes it a little bit more cumbersome and
13 challenging. So just for future, if could maybe have
14 that, even if it's like I said, just a one pager would be
15 helpful.

16 CHAIR KENNEDY: Right. For my part, I do not want
17 to be involved in the, you know, interview process. Once
18 there is a candidate, though, that the executive director
19 wants to put forward, we have to vote on that, and, you
20 know, I don't want to feel like we are simply a rubber
21 stamp. And that is why I'm saying my preference would be
22 that we receive the one resume per position that we are
23 expect -- not only expected but required to vote on just
24 as a form of due diligence, having the opportunity to
25 review that one resume per position before we vote, I



1 think is reasonable and prudent.

2 Any other comments before I -- Commissioner Sinay?

3 COMMISSIONER SINAY: This is moving forward a bit,
4 but I'm wondering if part of our -- oh, okay. Part of my
5 anxiety -- not anxiety, but, you know, just when we got
6 the budget where the budget projections are way over what
7 the money that we have. And when you look to see where
8 that might be coming from, because it's not clear in the
9 way it was written, is it is around staffing. And so
10 it's making it difficult, if we want to be prudent
11 fiscally, how to -- so I would almost say that the budget
12 conversation should go first and then the hiring, just so
13 that we understand. But to me, both of them are very
14 linked together. And that's part of where questions
15 arise for me.

16 CHAIR KENNEDY: Very good.

17 Commissioner Le Mons?

18 COMMISSIONER LE MONS: Well, I was going to make a
19 motion, but based on Commissioner Sinay's comment, I'm
20 not sure if we're -- I guess I'm a little lost, quite
21 frankly, at this point, as to what we're trying to
22 accomplish here, Chair. So maybe you could help bring
23 some clarity to this.

24 I do think that we need to vote on if we're going to
25 have a specific process that we're implementing with

1 regard to the hires so that we are clear on what our
2 expectations are and what we're going to do moving
3 forward so that we don't have to do this every time a
4 hire is brought forward.

5 I feel like this was really explained when we were
6 given the org chart. So when the org chart was
7 originally presented, not the one that's posted today,
8 but the previous one. I remember being one of the
9 individuals who was really against approving the
10 communications and outreach side of the chart so that we
11 waited until we got our deputy communications director
12 and our deputy executive director so that they could
13 build their side of the organization.

14 I realize that there is a delay in one aspect of
15 that, but Director Ceja has stepped in. And my
16 understanding from our previous meeting is that we had an
17 expectation that in lieu of our deputy executive director
18 coming on board, that we would expect Director Ceja to
19 move forward as much as possible with respect to the fact
20 that there would be this role being filled in the very
21 near future.

22 The action that Director Claypool brought today, to
23 me, fits within the parameters of those previous
24 discussions. I'm clear on the chart. I'm clear on how
25 the chart has been expanded. And so I still feel very



1 strongly that we put a lot of attention into our
2 leadership of our organization.

3 And with that, for me, goes to trust that they can
4 build what we want. If I have questions about them being
5 clear about what I want, that's a different story. But
6 there's been nothing that's been presented this morning
7 that suggests to me that they're not clear.

8 And so I reiterate, I have no interest in being part
9 of the personnel. And if it's the appearance of a rubber
10 stamp, so be it, because I feel confident that they are
11 bringing forward individuals -- and quite frankly, a
12 resume is not going to tell me the quality of that
13 individual at all. So I don't think it gives me enough
14 information to even make a decision. So I either am
15 making my decision on the trust that I have with the
16 leadership that we've selected. If it turns out that
17 that's not -- we're not getting what we thought, there
18 are remedies for that, and I'd rather deal with those
19 remedies if and when necessary.

20 So if we're going to implement a process, I just
21 wish we'd define what that's going to be, and we can make
22 a motion. And that's why I'm not making one, because I'm
23 not quite sure what Commissioners want. But I do think
24 that we should do that, so that we at least are moving
25 forward with clarity. Thank you.



1 CHAIR KENNEDY: Commissioner Toledo?

2 COMMISSIONER TOLEDO: Yeah. I just wanted to seek
3 some clarity from Counsel regarding, is the Commission's
4 obligation or responsibility to approve the position or
5 to approve the individual filling the position. Because
6 I think the two are a little bit separate and might be
7 commingled, but --

8 MS. JOHNSTON: The Commission does need to approve
9 of the hires by a special vote.

10 CHAIR KENNEDY: Commissioner Andersen?

11 COMMISSIONER ANDERSEN: I move, as the chair
12 suggested, as the chair could reiterate what your
13 suggestion was. I think that's what we had decided
14 actually several meetings ago that where just the one
15 page comes through that we can have a look. And this is
16 particularly to catch things that, you know, we might go,
17 oh, wait a minute, I know that person, or something.
18 Some other unknown. It doesn't have anything to do
19 with -- we're not questioning the leadership. We again,
20 put total support in our leaders. And we're expecting
21 the people that they bring forward to be the ones that we
22 really want. But we are -- my understanding is we should
23 be voting on it, and therefore, we have at least
24 something to look at.

25 So I propose, if the chair could reiterate exactly



1 what he said. I so move that. I so propose that.

2 CHAIR KENNEDY: Thank you, Commissioner Andersen.

3 My suggestion was that we ask the executive director
4 to provide the one resume for any hire that he is
5 proposing. We do not need to be involved in any previous
6 steps in the process.

7 So the proposed motion would be that we direct the
8 executive director to provide the Commission with the
9 resume of the proposed hire, along with all of the other
10 documents for Commission consideration. So that would
11 mean 48 hours before a meeting.

12 Commissioner Le Mons?

13 COMMISSIONER LE MONS: I'm just curious as to what
14 is it that we're supposed to glean from the resume. If I
15 don't have a copy of the job description -- if I just
16 have a resume, I just have a resume. And what's been
17 told is that I have the position title and the resume.
18 But if I don't have any other information, I'm trying to
19 understand, what am I supposed to glean? So it becomes,
20 oh, I know this person, or I saw this person on Dateline.
21 I mean, I just don't understand what I'm supposed to do
22 with that. And I'm not saying that there isn't something
23 that I can do with it. But I really would like to
24 understand what the purpose of that is.

25 Because if we're not comparing -- like if they're

1 not submitting their final two or three where we're
2 comparing, I just don't really know what getting that
3 resume does. And so I'm not against the resume. So it's
4 not that. I'm just trying to understand what we're
5 trying to accomplish and how we would use that resume in
6 making a decision, because I would expect them to do all
7 of the checking and -- like they would have done all of
8 that. So what am I doing with the resume if I'm not in
9 the process?

10 MS. JOHNSTON: Excuse me, Chair.

11 COMMISSIONER LE MONS: I don't understand.

12 MS. JOHNSTON: Excuse me, Chair --

13 CHAIR KENNEDY: It's not even necessarily,
14 Commissioner, what you would be doing, but by
15 distributing that resume to the Commission, it would also
16 be a public document. And because we have to vote on it,
17 there would be an opportunity for public comment before
18 the vote. So giving the public the opportunity to see
19 who is being hired before they have the opportunity to
20 comment, before we have the opportunity to vote.

21 Marian and then Commissioner Akutagawa.

22 MS. JOHNSTON: Just a procedural matter. You need a
23 second before you have a discussion on a motion. I don't
24 know if anyone seconded Commissioner Andersen's motion.

25 CHAIR KENNEDY: Commissioner Fernandez, are you



1 seconding?

2 COMMISSIONER FERNANDEZ: I'm seconding, but I'm
3 going to request if Commissioner Andersen can amend her
4 motion. And Commissioner Le Mons brings up a good point.
5 I would like to -- not only the duty statement, but -- or
6 the duty statement and the resume. That way you can
7 compare the two. And in terms of what that shows is
8 we're doing our due diligence to at least try to ensure
9 that there's -- that the person filling the position does
10 have some experience in the position they're filling.

11 CHAIR KENNEDY: Commissioner Akutagawa?

12 COMMISSIONER AKUTAGAWA: I think I'm with
13 Commissioner Le Mons on this in that, I'm feeling like
14 we're kind of applying some different standards, not
15 necessarily to the individual, but in terms of this
16 particular role, because some of the other previous
17 roles, maybe because of the way they were filled with I
18 think we (indiscernible), maybe was a little less -- I
19 don't know what the right word is -- worrisome, but I
20 feel like we weren't quite as, I think, stringent or
21 concerned about seeing the resume, seeing the duty
22 statement, as Commissioner Fernandez had said. I just
23 feel like if we're going to do something, we should be
24 consistent. And I think that's what I'm hearing from
25 Commissioner Le Mons, which I do agree with.

1 I mean, if we're going to be looking at every single
2 position to approve, and we want to see the resumes, then
3 we should have done it from the very get-go. And now
4 we're kind of changing the rules midway. So I think
5 that's where I'm a little, I think, confused as to why
6 we're going down this direction.

7 I understand that we want to do our due diligence,
8 but I think there's an inconsistency that we haven't been
9 following what we've been doing before. And my
10 impression is that we are trusting in the staff to do
11 this, in that even with the budget, while we will have
12 oversight, there has to be some level of trust with the
13 staff that they are not going to break the bank on us
14 either, even though, yes, I do believe that we will be
15 monitoring the budgets as well, too.

16 So I think I'm just trying to, one, identify the
17 inconsistency. And two, I think -- and I feel like maybe
18 this is part of the path forward that Commissioner
19 Andersen may be suggesting. But there has been
20 inconsistencies with what we've done before, and I just
21 am not really fully understanding why this change all of
22 a sudden.

23 CHAIR KENNEDY: Commissioner Andersen and then
24 Commissioner Toledo.

25 COMMISSIONER ANDERSEN: One, I'll -- okay. I'm



1 going to address both of those.

2 Thank you, Commissioner Fernandez, for the second.

3 And yes, I will approve the -- just, you know, what is
4 this position for? We don't need a huge description.

5 And yes, Commissioner Akutagawa, this does appear
6 inconsistent, but it's because what we did was a little
7 inconsistent. I think we originally had said back
8 when -- you know, we've had a bunch of changes here,
9 we're trying to get things to be consistent from moving
10 forward. And originally, we did say there were
11 certain -- now, I don't recall if it was a gradation.
12 We're seeing all resumes from these type of positions up.
13 But that was originally the idea. We were going to see a
14 resume. We were voting on them. And then it was, going
15 to be we vote on all hires. So somewhere in there we
16 kind of dropped when we got resumes when we didn't.

17 So my understanding is what I'd like to do is pick
18 one consistent method. And sometimes it's -- it could be
19 just as far as, you know, one public input, obviously,
20 but two, so we'd know names of people on the staff when
21 we call them. I mean, if we're not talking about -- all
22 these resumes can be put on a particular Google site so
23 we may look at them as we like. But you do have a person
24 and a job title to go with it and a little description.
25 So we can -- and consistently moving forward. Therefore,

1 we can -- we know who's what. We have a way of looking
2 back at it.

3 And yes, there were a couple of people who came
4 through who we have not seen the resumes of, and I would
5 like to know a little bit more about the staff, because
6 we're gonna be working very closely with these people and
7 I -- it has no concern whatsoever about, oh, are they
8 qualified or not qualified? I'm assuming they're all
9 very qualified, and I look forward to meeting them. But
10 for a consistent procedure going forward, just resume,
11 quick duty, and on we go. That's the whole basis of
12 this.

13 CHAIR KENNEDY: Thank you, Commissioner Andersen.
14 Commissioner Toledo?

15 COMMISSIONER TOLEDO: I just wanted to -- I'm just
16 thinking that we may want an HR committee, and we kind of
17 have one with Commissioner Fernandez and Ahmad, with
18 regards to the hiring of the deputy executive director,
19 that could review these documentations, make a
20 recommendation to us. And by doing that, we would have
21 fulfilled our fiduciary duty with regard to due
22 diligence.

23 And I'm just thinking that this -- you know,
24 certainly the job descriptions and the resumes are
25 important, but we may end up with other HR matters in the

1 future that they would also be responsible for. So
2 giving them some authority around some of the HR matters
3 might be appropriate also.

4 CHAIR KENNEDY: Thank you.

5 Commissioner Sadhwani, are you wanting to speak?

6 No. Okay.

7 Okay. So we have a motion. We have a second.

8 Director Claypool?

9 DIRECTOR CLAYPOOL: Just to be clear. So if we're
10 going to distribute -- we have to decide what we're going
11 to do here. If we're going to distribute this resume to
12 all of you, then we first have to go to the applicant and
13 get their permission to actually post it online, because
14 once you get the resume, all of you, it's a matter of
15 discussion. Then it has to be posted. And then we have
16 to decide, with this format, whether we should start
17 running all the job descriptions through the -- either
18 all of you or through the -- Commissioner Ahmed and
19 Commissioner Fernandez, and have them review them and
20 come back with them.

21 I'm only saying that we are beginning to build a
22 little bit of a bureaucracy into this process. And if
23 we're going to do it, you know, I don't mind writing this
24 policy and procedure or actually if either of the two
25 Commissioners would like to write it.



1 But if we're going to gather this consistency, it's
2 going to come with two things. It's going to come with
3 more exposure for the individuals, if you all see them.
4 But of course, if only those two see them and make the
5 recommendation, we do not have to post.

6 And then the second thing it's going to come with is
7 just a little bit more time to get these people aboard.
8 And what we will do is, for all of these positions that
9 we're going to advertise, we'll pull them all from
10 advertisement and run them to the Commissioners so that
11 they can start editing or whatever, approving. And then
12 once we get their approval, then we will put them back
13 out for advertising.

14 So that's what I think I'm hearing. So you tell me?

15 CHAIR KENNEDY: Commissioner Yee?

16 COMMISSIONER YEE: Thank you.

17 Thank you, Dr. Claypool, for clarifying the choice
18 there.

19 So I'm trying to understand what we're required to
20 do versus what we are considering we might like to do.

21 So Marian, if I could ask you, I think the hiring
22 regulations are, let's see, Section 8253. I think that
23 might be what you're referring to, paragraph 5. And it
24 talks about, the Commission will establish clear criteria
25 for hiring Commission staff, legal counsel, and

1 consultants, will apply conflict of interests,
2 provisions, so on and so on. There's some specific
3 instructions about legal counsel.

4 It does say we need to take a special vote. We have
5 to have a special vote on any -- well, the language is
6 this. "The Commission shall make hiring and removal or
7 contracting decisions on staff, legal counsel, and
8 consultants by the special vote." But it doesn't specify
9 which staff we have to vote on. I think that's left
10 ambiguous, and I think that's why we're having this
11 discussion, because it's not clear. It's up to us what
12 we vote and what we don't.

13 I can't imagine that we'd want to vote on every --
14 and see the resume of every intern and every -- you know,
15 down to that level of staff.

16 So Marian, is it true that that's ambiguous, that if
17 we take a vote, yes, there would be a special vote, but
18 it's not clear what we have to take a vote on, and that's
19 why we're in this discussion.

20 MS. JOHNSTON: I think it depends on how you view
21 the definition of staff. Student interns were not paid
22 as my understanding, so they were not considered staff,
23 but everyone else was staff. And at least, as far as the
24 2010 Commission, they were all voted on, but generally
25 just on the recommendation of the executive director.

1 CHAIR KENNEDY: Commissioner Fernandez?

2 COMMISSIONER FERNANDEZ: Yes. I just want to
3 comment on Director Claypool's comment that either us or
4 the subcommittee would review the duty statement or the
5 announcement. None of us have even ventured into that.
6 So that's not even a consideration at this point. So you
7 can move forward with whatever process you had, but
8 that's not something that I would see the subcommittee
9 doing, is reviewing duty statements and job
10 announcements. It would be after the fact.

11 CHAIR KENNEDY: Commissioner Andersen, did you have
12 further comment?

13 COMMISSIONER ANDERSEN: Yes. This is not to create
14 a whole other issue. As Commissioner Yee had just said,
15 we need to vote. We need to pick what level that we're
16 going to see resumes. We do not have to do this ahead of
17 time. This is, we need a resume, a job description
18 somewhere.

19 Whether or not we, you know -- and if we want to
20 say, from this level up, we actually see all these
21 resumes and they are posted, great, but we need to make
22 this decision now so we don't have to come back to it.

23 If I need to clarify the motion to actually pick a
24 level, I'll be happy to do that. But I would prefer if
25 counsel could give us a look at this and come back with a



1 level of -- say, we need a little bit more -- you know,
2 we actually have to have -- these resumes must be posted.
3 These resumes do not need to be posted, something like
4 that.

5 This appears to be a legal issue. We could get that
6 delineation and then I would modify my motion to do such.

7 CHAIR KENNEDY: Marian?

8 MS. JOHNSTON: Actually, I don't think that that's a
9 legal issue, Commissioner Andersen. I think the legal
10 issue is that you take the vote on staff, which I would
11 interpret as being anyone who is paid by the Commission's
12 budget.

13 But as to which level of staff you want to get more
14 involved in by reviewing resumes and job duties ahead of
15 time, that really is a policy decision for the Commission
16 to make.

17 CHAIR KENNEDY: Commissioner Fernandez?

18 COMMISSIONER FERNANDEZ: Also, I guess a question
19 for counsel as well, is the approval and the hiring of
20 staff, can that be something that's done in close
21 session? Because that's what we did for the executive
22 director, communications director, chief counsel. And
23 obviously, their resumes weren't posted. So I'm just
24 wondering if that's a way that --

25 MS. JOHNSTON: That would be a way to get around the

1 public requirement that you could then have discussed the
2 resumes in closed session and it would not have to be
3 posted. But then you've got to go into closed session
4 for all those meetings. So it's a different kind of
5 procedural requirement.

6 COMMISSIONER FERNANDEZ: Right. But then you could
7 report out action taken, correct?

8 MS. JOHNSTON: Correct.

9 COMMISSIONER FERNANDEZ: And at that point, the
10 resumes would not need to be posted.

11 COMMISSIONER ANDERSEN: So I move that the -- I
12 modify the motion that, as it is a personnel matter, that
13 the resumes be discussed in close session. I'm sorry,
14 the entire motion. We collect them. We have a job
15 description, and they -- this is the discussion voting is
16 in closed session. Is that correct, that voting can be
17 in closed session?

18 MS. JOHNSTON: Yes.

19 COMMISSIONER ANDERSEN: And then the results
20 announced.

21 CHAIR KENNEDY: Okay. And the -- someone has to
22 second the amended motion, or is it the -- okay,
23 Commissioner Fernandez, you're seconding the amended
24 motion? Okay. Commissioner Yee.

25 COMMISSIONER YEE: I believe we're waiting for -- I



1 think we need Director Claypool to read his intentions.

2 That was what the motion was contingent on.

3 CHAIR KENNEDY: Director Claypool?

4 DIRECTOR CLAYPOOL: I'm sorry. I was just listening

5 and wondering how this would all piece in together. So

6 when you said that, Commissioner Yee, I thought that the

7 motion was simply to go into closed session to do this.

8 I thought we had moved on from the prior motion.

9 CHAIR KENNEDY: We've not moved on from the motion.

10 It's not been withdrawn nor voted on so --

11 DIRECTOR CLAYPOOL: Okay.

12 CHAIR KENNEDY: -- we're in --

13 DIRECTOR CLAYPOOL: That makes sense.

14 COMMISSIONER YEE: I'm unclear on that, yeah.

15 DIRECTOR CLAYPOOL: As am I.

16 CHAIR KENNEDY: Okay. Commissioner Sadhwani.

17 COMMISSIONER SADHWANI: Just kind of observing all

18 of this. I got to tell you, I actually don't really feel

19 passionately one way or another. I don't think it's

20 necessary that we do this in closed session. It might be

21 nice to see the resume and job description, but I would

22 have felt fine supporting Director Claypool and Director

23 Ceja in moving this forward. I think we do need more

24 forward movement.

25 We've got a lot to do over the next couple of



1 months, and I do think we need to advance this whole
2 process, so I would feel comfortable supporting this
3 hire; however, as a reflection, I think this is an
4 ongoing issue is how these kinds of motions or ideas are
5 presented to the Commission, I think, needs a little
6 refinement. And I offer this as a suggestion, Director
7 Claypool, and I do it out of kindness, right, because I
8 want us to move forward.

9 And I think one of the issues is when it was
10 presented, is like, we've got this person, we want to
11 hire her for this new roll, period.

12 DIRECTOR CLAYPOOL: Um-hum.

13 COMMISSIONER SADHWANI: I think just stepping back
14 and giving us a little bit more of the background -- kind
15 of to Commissioner Turner's points that she raised
16 earlier -- like, oh what was the thought process here,
17 how is this fitting in. I think we all want to be a
18 little prudent.

19 You know, of course we are going to be prudent into
20 **fight** fiscally, and we want to be responsive to the
21 people of California. This is their money, this is their
22 process, really; and so I just feel like moving forward,
23 a little bit more background would be super helpful, and
24 hopefully avoid these long conversations. I don't feel a
25 need to go into closed session to discuss this further.

1 CHAIR KENNEDY: Commissioner Le Mons?

2 COMMISSIONER LE MONS: I absolutely concur. I do
3 want to speak to, though, what was presented. I felt
4 like -- I feel like Director Claypool did present to us.
5 He presented the fact that he's had conversations with
6 both Commissioner Sinay and the Chair about this hire.
7 He was clear about what the purpose of the hire was.

8 It was a clarity question asked by Commissioner
9 Turner, that Commissioner Turner said that she got the
10 answer to her question to. What is did was opened a
11 whole can of worms and Pandora's box of people responding
12 to aspects of how they feel about the current process,
13 which is fine, which is why I was recommending that we
14 come up with one, at least so we're all on the same page.
15 Because what happens is, we just react to certain pieces,
16 so if something isn't clear, then we feel like maybe we
17 didn't get some information, or we felt left out, or
18 whatever the case may be.

19 At the end of the day, I do not think it was a
20 derelict -- it was derelict and Director Claypool's
21 presentation. It may not have been as comprehensive as
22 some commissioners needed it to be, but that becomes
23 subjective as well, and I think this is where we get into
24 what is it that we really want to hear -- because I felt
25 like, quite frankly, he hit the high points as to what

1 this hire was all about.

2 I don't feel it was presented vague. I don't feel
3 like it was presented just oh, we have this person that
4 we want to hire. I feel like he really set it up, and
5 I'm not saying that was enough information for all of us.
6 Clearly it wasn't, but to suggest that he just threw
7 something out there is, I think, an unfair
8 characterization of what was presented.

9 CHAIR KENNEDY: Any further comment at this point?

10 Okay. So Commissioner Andersen, could you restate
11 and then we can ask for public comment?

12 COMMISSIONER ANDERSEN: I'm trying to put this in
13 the easiest, most consistent manner possible, without
14 triggering umpteen different things back and forth. What
15 we would like to see is the duties and we need it --
16 okay. How do I -- how's the best way to put this?

17 I propose that we, for hires that we will be voting
18 on, there is a duty and a resume that can be presented in
19 closed session, so they don't have to be posted, either
20 before well, and voted on -- that's going to cause a
21 problem. So we can move forward, we -- I'm sorry, quick
22 question -- we have a closed session every meeting; is
23 that correct? We already have it agendized.

24 CHAIR KENNEDY: That is now general practice.

25 COMMISSIONER ANDERSEN: Okay, then yes. For hires,



1 the duties, resumes are presented closed session, we vote
2 on them, and then a general announcement in open session
3 of who the people are and just a short statement about
4 why they're so wonderful, or what we may discuss a
5 person, but voting will be done and resumes be looked at.

6 Therefore, it's, in terms of protecting the privacy
7 of the individual, but we may see these things we'd like.
8 I think -- is that good enough because it wasn't vague --
9 sorry about that. So for hires, we'll have a list of
10 duties associated with the resumes, which we will present
11 in closed session and vote on, and then announce in
12 public.

13 CHAIR KENNEDY: Commissioner Fernandez?

14 COMMISSIONER FERNANDEZ: I'm just wondering if we
15 could just simplify it and say that any hires are
16 discussed during closed session and then reported out of
17 any actions taken, and then we can decide what type of
18 paperwork we want, or don't want, if there's a
19 subcommittee that claims it forward. You know, so I'm
20 just trying to simplify it, so it's not like everything
21 else that needs to take place. I'm just thinking any
22 hires would be discussed initially in closed session --
23 any potential hires, I should say.

24 COMMISSIONER ANDERSEN: I'll also amend it.

25 CHAIR KENNEDY: Commissioner Turner?



1 UNIDENTIFIED SPEAKER: Can we move on?

2 COMMISSIONER TURNER: I almost hate to ask, but
3 would be the opposite? If I voted no for this
4 commission, are we saying we're just going to go ahead
5 allow them to do the job and not present it? Because now
6 I'm not clear anymore about why we're --

7 COMMISSIONER YEE: I'm sorry. What?

8 COMMISSIONER TURNER: I'm asking the question if,
9 indeed, the motion goes forward as was just indicated for
10 all hires now to be discussed in closed session and
11 reported back out in public session, if that does not --
12 if I don't vote for that -- and we say, okay, well is the
13 option then to just move forward the way that it was
14 before? I'm trying to figure out what does that mean to
15 not have that motion pass.

16 CHAIR KENNEDY: Okay. I have Director Claypool,
17 Commissioner Ahmad, and Commissioner Fernandez, so
18 Director Claypool.

19 DIRECTOR CLAYPOOL: So I would suggest, Commissioner
20 Turner, that if it weren't passed that, perhaps the best
21 possible option here would be to sit down with the
22 commissioners who did the original hiring and maybe just
23 work out a policy and procedure that we could bring back
24 to you and add to your Policy and Procedure Manual, so
25 that we could just come up with something that might work

1 for all of you rather than continue to discussing this.

2 I think we can, with this particular individual, I
3 think that we can recognize, or at least have some
4 commissioners who have seen the resume, vouch for the
5 possibilities that they bring to the Commission. But at
6 the same time, we clearly need to have clarity here, and
7 I'm not certain that everyone is in favor of going into
8 closed session for this. I just think that we need
9 clarity. That's all.

10 CHAIR KENNEDY: Thank you, Director Claypool.
11 Commissioner Ahmad?

12 MS. AHMAD: Thank you, Chair. I think I just have
13 one question, and it's a simple yes or no, so I'm hoping
14 someone can help me understand. Is this the only
15 position that we have discussed in open session in terms
16 of hiring and every other position that we have hired for
17 the Commission has had in closed session; or was there
18 another position that we've discussed in open --

19 MS. KAPLAN: You discussed with me --

20 COMMISSIONER AHMAD: -- with a name?

21 MS. KAPLAN: -- you discussed with me at open
22 session. There was a resume --

23 COMMISSIONER AHMAD: Got it.

24 MS. KAPLAN: -- and I just gave my qualifications.

25 COMMISSIONER AHMAD: Thank you.

1 MS. KAPLAN: I think for the other RA's, they were
2 just generally described to you and you voted on them,
3 but those were also in closed session -- in open session.
4 Okay. So Commissioner Fernandez, Commissioner Anderson
5 and Director Claypool. Now, Commissioner Anderson.

6 COMMISSIONER ANDERSEN: The entire point here -- and
7 I withdraw the motion. I want a consistent policy put
8 together. That's what I'd like, going forward. Going
9 forward, I want, if it's the policy commission to do
10 that, I suggest we move it to them and move onto our next
11 item on the agenda. So with that said, I'm withdrawing
12 the motion. If we will move forward, I can change it to
13 I want a policy put together, can it please move to the
14 policy people and put on together for this; in which
15 case, we'll vote on Ms. Kaplan, who obviously, is a very
16 qualified person, but we've spent too much time on this,
17 and it's a policy issue which we keep on backing off of,
18 which we need to moved forward so we'll put this item to
19 bed. From now on, if we move into the policy group, they
20 can come forward with a policy.

21 CHAIR KENNEDY: Thank you, Commissioner Anderson.
22 Director Claypool, and then Commissioner Yee.

23 DIRECTOR CLAYPOOL: I withdraw.

24 CHAIR KENNEDY: Commissioner Yee?

25 COMMISSIONER YEE: Okay, so I'll make the motion



1 then. I move that we hire Marcy Kaplan per Director
2 Claypool's recommendation, and that we refer to the
3 hiring subcommittee -- is that a thing? Do we have a
4 hiring subcommittee? The drafting of a policy going
5 forward for procedures in hiring.

6 COMMISSIONER LE MONS: I second. And it would be
7 our Policy Subcommittee, Commissioner Yee.

8 COMMISSIONER YEE: Okay, policy subcommittee.

9 CHAIR KENNEDY: Which is actually the Administration
10 & Finance Subcommittee, formally that is responsible for
11 drafting policy.

12 COMMISSIONER YEE: And remind us who that is,
13 currently?

14 CHAIR KENNEDY: Commissioner Fernandez, and
15 Commissioner Fornaciari.

16 COMMISSIONER YEE: All good.

17 COMMISSIONER FERNANDEZ: Keep it going.

18 UNIDENTIFIED SPEAKER: That's okay, that's fine.

19 CHAIR KENNEDY: Okay. Commissioner Yee, would you
20 like to restate?

21 COMMISSIONER YEE: I move that we proceed with
22 hiring Marcy Kaplan per Director Claypool's
23 recommendation, and that we refer to the Administration &
24 Finance Subcommittee in drafting a hiring policy for use
25 going forward.

1 CHAIR KENNEDY: Excellent. Do we have a second?

2 COMMISSIONER LE MONS: I do. Commissioner Le Mons
3 seconds.

4 CHAIR KENNEDY: Commissioner Le Mons seconds. Any
5 further discussion on this? But we do need to open for
6 public comment before we work.

7 Seeing no further comment at this point, Katy, would
8 you please read the instructions for public comment?

9 PUBLIC COMMENT MODERATOR: Yes, Chair. In order to
10 maximize transparency and public participation in our
11 process, the commissioners will be taking public comment
12 by phone. To call in, dial the telephone number provided
13 on the live stream feed. The telephone number is 877-
14 853-5247. When prompted, enter the meeting ID number
15 provided on the live stream feed. It is 92738068918 for
16 this week's meeting. When prompted to enter a
17 participant ID, simply press the pound key.

18 Once you have dialed in, you will be placed in a
19 queue from which a moderator will begin unmuting callers
20 to submit their comment. You will also hear an automatic
21 message to press star 9. Please do this to raise your
22 hand indicating you wish to comment. When it is your
23 turn to speak, the moderator will unmute you and you will
24 hear an automatic message that says, "The host would
25 like you to talk, and to press star 6, to speak."



1 Please make sure to mute your computer or livestream
2 audio to prevent any feedback or distortion during your
3 call. Once you are waiting in the queue, be alert for
4 when it is your turn to speak; and again, please turn
5 down the livestream volume. These instructions are also
6 located on the website. The Commission is taking public
7 comment on the motion in regards to hiring made by
8 Commissioner Yee at this time.

9 We do not have anyone in the queue at the moment.

10 CHAIR KENNEDY: Okay. We will standby for two
11 minutes. Is there any further comment or, Director
12 Claypool, do you have anything further to say at this
13 point?

14 DIRECTOR CLAYPOOL: Nothing further, Chair.

15 CHAIR KENNEDY: Thank you.

16 (Pause)

17 CHAIR KENNEDY: Commissioner Fernandez?

18 COMMISSIONER FERNANDEZ: While we're waiting, can I
19 just confirm with Director Claypool the other positions
20 that you're going to be recruiting for? I have the
21 Secretary, the Budget Analyst, Budget Accounting,
22 Procurement Analyst, Assistant Procurement Analyst,
23 Communications Manager, and Senior Legal Assistant; is
24 that correct?

25 DIRECTOR CLAYPOOL: Yes.



1 COMMISSIONER FERNANDEZ: Okay.

2 DIRECTOR CLAYPOOL: That is correct.

3 COMMISSIONER FERNANDEZ: Okay. Thank you.

4 DIRECTOR CLAYPOOL: And I will send you the entire
5 list in a separate document out of my report.

6 COMMISSIONER FERNANDEZ: Thank you.

7 DIRECTOR CLAYPOOL: Okay.

8 CHAIR KENNEDY: Katy, do we have any followers in
9 here?

10 PUBLIC COMMENT MODERATOR: We do not, Chair.

11 CHAIR KENNEDY: Very good. This will be a special
12 vote relating to the hire of a staff member, so I would
13 ask staff to call the roll, beginning with Commissioner
14 Le Mons.

15 MS. SHEFFIELD: Commissioner Le Mons?

16 COMMISSIONER LE MONS: Yes.

17 MS. SHEFFIELD: Commissioner Sadhwani?

18 COMMISSIONER SADHWANI: Yes.

19 MS. SHEFFIELD: Yeah? Commissioner Sinay?

20 COMMISSIONER SINAY: Yes.

21 MS. SHEFFIELD: Commissioner Taylor?

22 COMMISSIONER TURNER: Yes.

23 MS. SHEFFIELD: Commissioner Toledo?

24 COMMISSIONER TOLEDO: Yes.

25 MS. SHEFFIELD: Commissioner Turner?



1 COMMISSIONER TURNER: Yes.

2 MS. SHEFFIELD: Commissioner Vasquez?

3 COMMISSIONER VAZQUEZ: Yes.

4 MS. SHEFFIELD: Commissioner Yee?

5 COMMISSIONER YEE: Yes.

6 MS. SHEFFIELD: Commissioner Ahmad?

7 COMMISSIONER AHMAD: Yes.

8 MS. SHEFFIELD: Commissioner Akutagawa? Yes.

9 COMMISSIONER AKUTAGAWA: Yes.

10 MS. SHEFFIELD: Commissioner Anderson?

11 COMMISSIONER ANDERSEN: Yes.

12 MS. SHEFFIELD: Commissioner Fernandez?

13 COMMISSIONER FERNANDEZ: No.

14 MS. SHEFFIELD: Commissioner Fornaciari? Can you
15 hear?

16 CHAIR KENNEDY: He appears to be frozen.

17 MS. SHEFFIELD: Okay.

18 CHAIR KENNEDY: Commissioner Fornaciari, I'm sorry,
19 we did not hear you.

20 COMMISSIONER FORNACIARI: Oh, you didn't? Oh, I
21 said yes.

22 MS. SHEFFIELD: Okay.

23 COMMISSIONER FORNACIARI: Can you hear me? Sorry
24 about that.

25 MS. SHEFFIELD: And Commissioner --



1 COMMISSIONER FORNACIARI: I was waiting for you to
2 get off, sorry about that.

3 MS. SHEFFIELD: Okay. Commissioner Kennedy?

4 COMMISSIONER KENNEDY: Yes.

5 MS. SHEFFIELD: Thank you.

6 COMMISSIONER ANDERSEN: We have a quorum?

7 MS. SHEFFIELD: We have a quorum.

8 CHAIR KENNEDY: No.

9 MS. SHEFFIELD: Oh.

10 CHAIR KENNEDY: I don't think there is. The motion
11 carries.

12 MS. SHEFFIELD: Oh, motion carries -- excuse me.

13 CHAIR KENNEDY: Motion carries, very good. So we
14 will return to Director Claypool for the balance of his
15 report. Please keep in mind that we will need to break
16 in ten minutes. You do not need to complete your report
17 within those ten minutes, it's just a reminder of the
18 upcoming break.

19 Director Claypool.

20 DIRECTOR CLAYPOOL: Thank you. The next thing I'd
21 like to talk to you about is the budget. Commissioner
22 Sinay had asked whether or not some of these positions
23 were contemplated in the projected. They were. All of
24 these positions are figured into the projected. Ms.
25 Kaplan, would be under that general heading of assistant

1 to the deputy executive director, (AGPA).

2 This does not mean this is an exhaustive list of the
3 staff that you may end up having, it only means that that
4 within the numbers that you're seeing in the projected,
5 that we had had a thought that there would be positions
6 that would have to be on that side of the process, the
7 outreach, and also the assistant to Director Ceja.

8 Also, to point out that yes, across the entire time,
9 our staff salaries are high, they are within the amount
10 that was paid for staff salaries in the prior cycle.
11 Most of the overage that we're seeing will come into
12 contract services, for being places where we are not
13 entirely certain what our final numbers will be. Those
14 numbers that make up \$5,325,000, were based on either
15 what we paid for those services in the past, or just
16 basically with the data management, that this is the best
17 estimate I could get talking to people that I know that
18 are familiar with hiring Data Management Services for the
19 State. Both of them are -- one of them was with a large
20 consulting company in town, it does a lot of contracting;
21 and the other one, has worked in the state at the,
22 actually at the Secretary level.

23 I just asked in general, if we have a process where
24 we are intaking information like this, what would be
25 their estimate, and so that's the estimate I used. Going



1 to your actuals, you can see that we've spent, at this
2 point, \$257,000, and that includes the amount that's
3 encumbered, not necessarily what you've been paid, but
4 what we've encumbered for payment on the per diems that
5 you have presented to us.

6 Does anyone have any question about this particular
7 part of it? Because from here I'm going to move to the
8 Director -- or actually to Department of Finance, and how
9 we came to some of these numbers.

10 Can I move on?

11 So last week, and actually since the last meeting,
12 I've spent -- I've had a couple of different meeting with
13 our contact and the Director -- with the Department of
14 Finance. That individual wanted to know exactly how much
15 we had to -- that we could spend at this point.

16 And so we went through the fiscal services with the
17 Department of General Services, three times, to finally
18 determine that the Commission has immediate access, or
19 had immediate access, from the start to \$92,000, that was
20 in a fund that we will call 0730, and that is kind of an
21 ongoing baseline fund that went to the first Commission,
22 and will probably continue through with this Commission.

23 And then we had \$3 million with the cost-of-living
24 adjustment that was also used when we did your per diem
25 adjustment, and that cost of living brought that amount



1 up the \$3,935,000 that you will see at the very top of
2 your budget, and on both sides it says, "Operational
3 Costs/Unallocated Funds."

4 That amount will always travel with this Commission.
5 Governor Schwarzenegger very prudently raised the amount
6 for the first Commission from \$1 million, which had been
7 suggested by the legislature to \$3 million, and so every
8 time a new Commission is established, that will be its
9 baseline funding plus what's ever traveling with it in
10 that 0730 Fund that I just talked about, the \$92,000.

11 After that, I spoke with the finance about what we
12 needed to do to get a release of funds for you. The
13 Department of Finance likes to have the release of funds
14 request within the 30 -- or close to the 30 days that it
15 takes the legislature to release the funds. So we have
16 the \$1,313,000 that's for operational funds; and we're
17 going to ask for that January 1st in a request letter to
18 the legislature. And that means that we'll have access
19 to that money no later than January 30th.

20 Then we're also going to ask for the outreach funds
21 that we've been talking about on January 7th, with access
22 no later than February 6th. So we will have -- the funds
23 will probably come sooner than that -- they typically
24 that's -- the 30 days is the maximum amount that they can
25 take. If we needed them sooner, they would move them



1 sooner.

2 I don't anticipate needing those outreach funds
3 sooner than the first week in February, but if we
4 accelerated, then naturally I would accelerate sending
5 that letter. So if all of a sudden we said, wow, we have
6 the opportunity to start going out with some type of
7 outreach in late January, then by the time we had the
8 next meeting, I would go ahead and submit the letter and
9 ask for the release of those funds.

10 All of this is building up to getting our contracts
11 out so that we can have an idea, a more refined estimate,
12 of what that amount is under contract services. That's
13 the number that's going to tell us whether we go over the
14 amount that we are budgeted, and how much more we are
15 over than anticipated, by the legislature, and that will
16 also be the number then to the Spring letter, which
17 starts in February, where we say we have anticipated
18 costs that are greater than the funds that were estimated
19 from the 2010 budget, and we would like an expansion of
20 our budget.

21 Both sides, both the Department of Finance and the
22 legislative contacts that are overseeing, kind of, the
23 oversight of the Commission from afar, are aware that we
24 anticipate having some type of overage, but they're just
25 waiting to see how much it is, and as I am, as well. So



1 are there any questions on the budget?

2 Okay.

3 CHAIR KENNEDY: Commissioner Fernandez?

4 DIRECTOR CLAYPOOL: Oh, sorry.

5 COMMISSIONER FERNANDEZ: I'm sorry. I just had a
6 quick question. On the outreach, we have two million for
7 that, and I realize that's what's been budgeted, and I
8 know that our subcommittee has looked at that too. It
9 just seems so low, so I don't know if we've -- if that's
10 really -- I know if we have to we'll stay within that
11 number, but I'm also wondering, have we looked at what we
12 would like to do versus what we can do with two million.

13 And obviously, with COVID it changes things, so I'm
14 just trying -- I'm thinking like future when go forward
15 to finance, it would be nice to only have to go once.
16 That's just my only comment with the outreach.

17 CHAIR KENNEDY: Director Claypool?

18 DIRECTOR CLAYPOOL: So there will be only one
19 opportunity in the Spring, Commissioner Fernandez. As
20 you know, the Spring letter is going to be the expansion.
21 If for some reason we went over it someplace else, there
22 are other mechanisms that would fall into place that
23 would allow us to -- if we go deficit, then you go into a
24 deficit hearing and you ask for assistance in covering
25 the deficit.

1 Having said that, if we anticipate that our outreach
2 would be greater than the \$2,065,000, we are not
3 restricted to that two million. We can go into that
4 \$3,936,000 that -- because that was the baseline budget
5 for the last Commission. We just have to look at
6 everything as the pool of funds that we have.

7 We have to put our best case forward in the February
8 letter for how much more we would need, and if that means
9 we need more for outreach, if we say, you know a better
10 outreach would be achieved if we also did this or that;
11 then we put that into that letter, and then we start
12 looking towards the Spring expansion to see if we receive
13 those funds.

14 In the meantime, we can move forward and we can do
15 our outreach and start spending. If it comes back in the
16 Spring expansion and they say, no, those funds aren't
17 going to be allowed, then we have to start looking at
18 contracting in other areas. And by contracting, I mean
19 we have to look for very creative ways to make our money
20 stretch further as we have our public hearings, which is
21 also going to be subject to a later conversation here,
22 and doing that.

23 This process is just not like anything else in the
24 state, so we kind of move forward as an act of faith
25 knowing that the legislature is required to fund us for a

1 reasonable attempt at what you believe should be done;
2 but there's a lot of latitude in "reasonable," and it
3 doesn't mean they would give us the money instantly. A
4 lot of times they'll to see what's spent and then -- or
5 have other agencies wait and see what's spent and then go
6 into the deficit hearing to cover it that way, rather
7 than to give funds and then not have it expended.

8 CHAIR KENNEDY: Very good. Thank you Director
9 Claypool. It is time for our 15-minute break, and we
10 will look forward to the rest of your report after our
11 break.

12 DIRECTOR CLAYPOOL: Thank you.

13 CHAIR KENNEDY: 11:16 return, please. Thank you
14 everyone.

15 (Whereupon, a recess was held from 11:01 a.m.
16 until 11:16 a.m.)

17 CHAIR KENNEDY: Welcome back from break. We will
18 turn it back to Director Claypool for the balance of his
19 report.

20 DIRECTOR CLAYPOOL: Thank you, Chair. So the next
21 topic is outreach. As Commissioner Sinay and
22 Commissioner Le Mons said we had had a meeting during the
23 week, where we had discussed some of the possibilities
24 with outreach and some of the impossibilities.

25 So the main thing that we had discussed at that time



1 was that it wouldn't be possible for staff to actually
2 have a full plan for outreach developed by mid-December;
3 particularly given that we still didn't have the chief,
4 kind of, architect that the Commission had hope to have
5 in the position at deputy executive director.

6 So we discussed it and we concluded that it would be
7 best for Director Ceja to begin some of the planning for
8 outreach that we know we're going to need. We're also
9 going to be discussing, at some point, during this
10 meeting, the aspects of granting and where this
11 Commission wants to be in regards to grants, and so that
12 seems the most practical way to move forward.

13 I also had a discussion with the two individuals who
14 are watching the Commission for the legislature, and they
15 discussed the COI tool, and one of the things they
16 discussed that twelve languages maybe the limit for the
17 statewide databases tool given that it's in its final
18 development, and that it would risk -- it would be a
19 stability issue for the platform if we were trying to add
20 additional languages.

21 Now I know we're still waiting for the statewide
22 database to come back to us with an estimate of cost, but
23 the concern with the legislature was that it may be late
24 in the game because it would be better to have something
25 that was ninety percent reliable with twelve languages,

1 than maybe forty percent reliable, if we tried to add
2 more languages, and it had something to do with the
3 stability, or honed the stability of that tool.

4 That we should confirm with the statewide database,
5 but that was the conversation I had with them. I also,
6 at that time, provided those two individuals with a list
7 of our issues with DGS, and asked for possible assistance
8 to help move our deputy executive director position. And
9 I've been given another contact as of this morning to
10 deal directly with the deputy director at DGS -- a
11 different deputy director at DGS, to help try to move
12 that position.

13 I'm going to discuss that in a second. But other
14 than that, staff, myself, and Raul, and Kari spent to the
15 bulk of these last week, week-and-a-half working on the
16 VRA Counsel, VRA Analyst, and RPV Analyst, and outside
17 litigation RFI's, and RFP's. So now we get to the Deputy
18 Director. I posted a document, I think that it should be
19 up, and it gives the timelines of what we've been doing
20 to try to make this -- get this position in place -- if
21 you give me just a second. I will pull my copy up, and
22 the handout -- okay.

23 This information had actually been requested by
24 Commission Fernandez, and I thought it would be important
25 for the entire Commission to take a look at the timeline

1 that we're looking at for this position. As of today, we
2 have -- it's been with the Department of General Service
3 for forty-one days. Originally, I remember the
4 conversation was that we could do this in three weeks,
5 that was a best-case scenario, it should have never been
6 presented that way.

7 The same process for the State Auditor's Office,
8 took about two to three months, with a full HR, and a
9 full legal division, so we are still grappling with DGS.
10 And as of this moment, as of today, we've been only given
11 assurance that part of our -- part of the package for
12 that position has been delivered to the State
13 Comptroller's Officer.

14 The argument now is with DGS HR, and they're
15 insistent that CAL HR, a different department that
16 oversees all of California, need to be part of this
17 process. CAL HR has said, at least three different
18 times, we're not part of this process, so we're having a
19 hard time understanding why DGS HR feels like they need
20 to be dragging them into this process, and why they're
21 stalling us on this position.

22 And so that's why we've gone to the legislature for
23 this contact, and that's where we're hoping the next step
24 will finally free this position up. Having said that, in
25 the absence of it being free, we have a void, and that



1 void is creating a process where our contracts are
2 getting ahead of our plans. And so we're starting to get
3 contracts that aren't going to -- that are going to leave
4 things undone between them if we don't start having a
5 plan now.

6 And let me -- I'm probably being a little cryptic --
7 but I'll explain. The first thing that I was told by the
8 legislature when we had a discussion with them with these
9 two individuals, was you know you're doing your own
10 interpretation, right? You were -- when that information
11 comes from the COI tool, it will be in the language that
12 it was submitted in. Now Commissioner Kennedy said, he
13 had always understood that, and I appreciated that.

14 To me, however, I had been working under a different
15 fundamental position. In the 2010 Commission, whenever
16 there was something that came in from a different
17 language, it was interpreted on the spot, so we always
18 had instantaneous interpretation. I had assumed, quite
19 erroneously, that that tool would do -- would not only
20 take in the information but provide the interpretation.

21 Now I'm looking at where will that interpretation
22 occur? I don't think it's going to occur by -- the
23 statewide database isn't going to take that on. It's not
24 going to be as a line drawer gets this information, they
25 will get it with an interpretation at the source -- yes,

1 Commissioner Anderson I see you're looking. If we have a
2 source, if we have a public meeting somewhere, we will
3 provide an interpreter there, I would assume, to make
4 sure that people who come in can have their testimony
5 presented to the Commission.

6 I don't think -- last time, that's the way it
7 occurred. It would be difficult for me to imagine that
8 in public hearings, it would operate any differently.

9 But for all the rest of the information that may be
10 coming in, either from outreach or from pre-COI -- or I
11 mean pre-Census -- COI testimony and so forth, we're
12 going to have to come up with a mechanism for that
13 interpretation, and we're going to have to put it
14 somewhere.

15 I had thought that it would be in that piece with
16 Data Manager, but if it doesn't reside with the Data
17 Manager, there's going to be a question as to where it's
18 going to reside, so that's one issue.

19 Then we have this inability with the -- to get this
20 position on board for the deputy executive director, we
21 have to provide some coordination until that individual
22 comes aboard, and we may end up having to put into place
23 a plan that you commissioners want, and that individual
24 may just need to execute that plan, rather than be in the
25 architect of it. It's just we are running out of time.



1 And again, I'm going to go back to these proposals
2 and these are our fees and so forth, and I'm going to say
3 that somebody has to get in there and make sure that
4 we're covering the bases like the language
5 interpretation.

6 And then, finally we have to start thinking about
7 our public meeting schedule, and I think that it would be
8 helpful for me to distribute to all of you a document
9 that shows the 2010 Commission's schedule from April 1st
10 through August 15th. I don't -- it doesn't -- it's not
11 your schedule, but I think that we need to see the pace
12 that occurred to get thirty-four meetings off the ground.

13 I can have -- I think we have it queued up. Katy,
14 do you -- I can present it now or I can send it to you
15 individually. Hang on for Katie, but I just want to find
16 out if the Chair wants me to present that now or
17 distribute it so you can review it in private, and then
18 we can still post it up. This is information that was
19 posted up for ten years, so it's not like the public
20 hasn't had the opportunity to see it. Your choice,
21 Commissioner Kennedy.

22 CHAIR KENNEDY: My understanding was that it had
23 been posted and I've had a chance to look at it. I am
24 just looking --

25 DIRECTOR CLAYPOOL: Yep.



1 CHAIR KENNEDY: -- to see if others have got a
2 chance --

3 DIRECTOR CLAYPOOL: No, it was actually posted to --
4 I distributed it to you individually as the Chair. I did
5 not post it up intentionally. I figured we could share
6 it on screen right now, if everybody really wanted to see
7 it, or I can distribute it. I just didn't want it to
8 take a big chunk of time going through it, so it's your
9 choice. We can share it on screen and post it, or I can
10 distribute it and post it later.

11 CHAIR KENNEDY: I would say distribute and post it
12 later with the description at this point. Other --

13 DIRECTOR CLAYPOOL: Sure. Okay. The reason I am
14 putting -- I will distribute it you all and we can
15 discuss it at a later point. There's going to be time
16 during this meeting for us, and we post it online. Like
17 I said, it's been posted for ten years.

18 What you're going to see when you see it is thirty-
19 four meetings were pretty much five days a week. It's
20 just -- it's a full-on commitment for four-and-a-half
21 months. The meetings were five hours long. Some of the
22 meetings were twelve hours long, when you considered that
23 they chained a lot of them up with business meetings.

24 So I will distribute that to you, but I think that
25 in this meeting set, we need to decide what type of



1 meetings we want to have, what types of meeting are
2 possible, and we need to start thinking about having both
3 Director Ceja, myself, and Raul looking forward to where
4 these meetings might occur, and how we might want to
5 facilitate them and come back to you with some type of
6 plan.

7 Again, I'm not trying to usurp the deputy executive
8 director, but we need to start tightening some of these
9 things up, and one of those is getting this plan off the
10 ground for public meetings, and the other is coordinating
11 our contracts so that we cover the bases on who's going
12 to handle what, particularly with the language
13 translation. So that is the end of my report, and I'll
14 take any questions you have.

15 CHAIR KENNEDY: Okay, just one clarification. I had
16 not understood from the very beginning that the output
17 that we would receive from the COI tool would be in the
18 input language.

19 My questions about reports and the backside, were
20 basically deferred because the team wanted to focus on
21 the input side, so I am (audio interference) aware at
22 this point, but we have not been able to get to address
23 the backside and the reports that the COI tool would be
24 able to generate for the Commission.

25 As far as Commissioner Sinay, Mr. Le Mons,



1 Commissioner Sinay.

2 COMMISSIONER SINAY: Thank you, Chair. I guess I've
3 been -- when we say public meeting, we're talking about
4 all -- I've always -- I'm a -- I've been looking at this
5 in two ways. One, is ways that we collect public input
6 for just understanding who the communities of interest
7 are, and then comes the second phase, which is getting
8 the input and understanding when we have created the map,
9 and presenting the map. So I do see those as two
10 separate -- and I want a just clarification. am I --
11 when we're saying public meeting, are we looking at the
12 whole "kit and kaboodle," or a part of that?

13 DIRECTOR CLAYPOOL: So I always think in terms of --
14 when we say public meeting -- I'm always thinking in
15 terms of those that occur after Census. Because I -- and
16 just hear out. The public meetings that occur after
17 Census because those are the public meetings that we're
18 working ourselves towards, those are the ones that will
19 inform us when we're actually using the data we're
20 supposed to use to draw the maps we're supposed to use.

21 However, I was -- there is a strong case to be made
22 by several commissioners that we start this process way
23 early, and collect COI information, and that that
24 information's available out there, and it's not going to
25 change. I think there can be some subtle changes between



1 what you might get from a community pre-Census data, and
2 then what you might get when you point out to them how
3 some things have changed; but both those meetings are
4 both valid.

5 I'm only considering the Census and beyond, in this
6 planning that I'm talking about doing, because that's
7 where we'll have most of the data that's presented to you
8 that both small groups -- or both individuals groups and
9 large groups will present on because now they have
10 something to really put together; so that's the plan that
11 I'm talking about putting into play.

12 As far as the meetings for pre-Census, that needs to
13 start being planned as well, if we're going to have them,
14 but I'm not as concerned with that as I am with the ones
15 post-Census because those are the ones that we'll have to
16 decide how we want to have the meeting run, whatever type
17 of meetings you want, and then how we're going to set
18 them up. And when I say set them up, we can secure
19 facilities somewhere if we need until, so we can bring
20 people through safely, and so on and so forth.

21 COMMISSIONER FERNANDEZ: Okay. I think, it's part
22 of the confusion is also that the grants program we're
23 creating will inform some of where we're having these
24 meetings who -- how we're partnering and all that, and so
25 there does need to be some --

1 DIRECTOR CLAYPOOL: Um-hum.

2 COMMISSIONER FERNANDEZ: -- flexibility. Then the
3 other question -- there's a key question that I think we
4 haven't discussed as a commission regarding public
5 meetings and then we need the discussion around is -- and
6 the 2010 Commission decided that all commissioners would
7 be at all meetings, so that everybody could hear. But it
8 is possible to set it up, especially because we're having
9 Zoom, is that you don't need all commissioners at all
10 meetings to discuss the communities of interest.

11 And so just, so what are the pros and cons? I mean
12 some of those conversations, I think, need to happen, but
13 that doesn't preclude the work that you need to do, but
14 I'm just curious, when do you think some of these
15 discussions about what the meetings can look like and be,
16 and who's going to attend and format, and all that; when
17 we should be having those discussions to help inform --
18 do we help inform what you're -- what you all will be
19 planning, or you all come back to use with
20 recommendations?

21 DIRECTOR CLAYPOOL: If I can respond, Chair, we
22 should be having those conversations during this meeting
23 set and the next one. We should be focusing -- and one
24 of the things that I had hoped to do with Director Ceja,
25 was to put together some ideas. That was an idea. The



1 last Commission toyed with the idea of splitting up and
2 going to different locations. I was never quite sure why
3 they came to the conclusion that they needed to travel
4 together.

5 I remember the conversation back and forth and they
6 made that determination. I think as they discuss things
7 amongst themselves, at lunchtime, which you don't have
8 the opportunity to do, but I think they just felt that it
9 was better that they presented itself as a full body.

10 Splitting yourselves up or splitting the locations
11 up that you're hearing testimony from, those are two
12 great ideas for expanding the amount of information that
13 you can bring in, but we need to start exploring that.
14 And then we may -- we need to start making some hard
15 decisions. And sometimes, the decisions we make might
16 not be the best in retrospect, but they will be -- they
17 just have to be made, and in the end, we just live with
18 what we do.

19 Another thing that I think we're going to have to
20 come to an agreement with is that not -- we're not going
21 to be able reach everyone with our outreach. We're going
22 to reach as many possible people as we can, but we have a
23 limited amount of budget, and we have a limited amount
24 time. And both of them are going weigh heavily on you
25 because each of you is going to have to decide how much

1 time you are willing to devote between January and August
2 15th; and particularly, from April 1st through August
3 15th, so did that answer that your question, Commissioner
4 Sinay?

5 CHAIR KENNEDY: Thank you. Director Claypool. I
6 have Commissioner Le Mons, followed by Commissioner
7 Akutagawa.

8 COMMISSIONER LE MONS: Thank you, Chair. I
9 understand the challenge we're facing with regard to the
10 outputs or the COI tool, my question is, how was this
11 handled in the previous cycle? How many languages did --
12 were they facing? And if there are any recommendations
13 at this point on how we address this, and is it
14 reasonable to ask of the statewide database to provide
15 that output in English, in both the language, and
16 English?

17 CHAIR KENNEDY: Director Claypool?

18 DIRECTOR CLAYPOOL: So I'll start with the last
19 Commission. It was handled on the spot. We would have,
20 remember they didn't do the engagement and the outreach
21 that we're hoping to here, so it was pretty much an
22 announcement that we were going to be at a certain
23 location, and we would -- Director Ceja's counterpart
24 with the first Commission, would work the social media,
25 would work the local radio stations, so forth, so that we

1 could try to get as many people as possible.

2 We would announce that anybody who called us five
3 days in advance, we would have an interpreter there for
4 them. They just tell us which language, and we had a
5 contract with a company that provided interpreter
6 services.

7 Most of the time we would have, particularly in
8 certain regions like in Central Valley or certain parts
9 of Los Angeles and stuff, we would always make sure to
10 have somebody who could speak Spanish, even though many
11 of the commissioners spoke Spanish. We would just, right
12 off the bat, make sure that we had that interpreter or
13 interpretation services available.

14 For the rest of the languages, it was typically,
15 someone would come with someone, you know say it was
16 Vietnamese in the Central Valley, they would have a
17 family member who would interpret for them, or somebody
18 in the audience who would interpret for them -- and we
19 would take that interpretation.

20 That was just the best that we could do. As far as
21 this cycle goes; however, we're going to have this
22 language coming -- we're going to at least have this
23 traffic coming from the statewide database COI tool. I
24 asked about that, and they said they have made no plans
25 for -- the people I talked to at the legislature said,

1 they had made no plans for interpretation. They just
2 made sure that there were -- the ability to come out with
3 twelve languages so that people could input into the
4 system.

5 Whether or not it's a possibility to ask them, I
6 can, I'll put on a list and ask about it, but in the
7 email that I received, it said, you do realize that
8 you're responsible for the interpretation of this. So,
9 at that point -- at this point, it seems like they want
10 us to make sure that we do the interpretation.

11 COMMISSIONER LE MONS: I have one clarity question,
12 if I may, Chair. Am I to understand that there was no
13 COI tool last time?

14 DIRECTOR CLAYPOOL: We had the COI tool in its
15 infancy, and when I say that, the stateside database ran
16 three kiosks -- it was supposed to be four -- and it was
17 on a \$200,000 budget, and people could go in and they
18 could draw maps using the Census data, and that was part
19 of this requirement that we have a project with the
20 legislature.

21 That experience, I believe -- I can't tell you for
22 certain, but it seems logical that that was the genesis
23 for the COI tool we have now; but we got very little data
24 from it, that I remember. And in keeping with that
25 thought, because we tried to handle it with student

1 assistants to categorize it and put it together, there
2 were a lot of things that we got -- that we derived
3 little value from, simply because we couldn't handle it.
4 That's why we're going to the data management to --
5 trying to find somebody who can do a far better job than
6 student assistants.

7 CHAIR KENNEDY: Okay. Commissioner Akutagawa?

8 COMMISSIONER AKUTAGAWA: Thank you, Chair. Well, I
9 just -- a couple few comments then. I guess, I'm just
10 going to say, I think, Commissioner Kennedy and I have to
11 have a conversation statewide database.

12 I think that were some things that were perhaps,
13 maybe on our part left up to assumption, but I thought
14 that it was also, perhaps -- I won't say common sense --
15 but while we wanted to make it obviously so that it would
16 be accessible for everybody, clearly for the Commission's
17 use, we would need to have it in a format that we could
18 have it useable. And I think that was, at least on my
19 part, I would say, that that was the impression that I
20 was under.

21 I think I would also say, and I just want to just
22 put this out there now, I recall that when we were first
23 presented with the idea of the COI tool, we did ask
24 several questions. Are there limits on the numbers of
25 languages that we can have? And we were told that there

1 would not be limits on the languages, per se, it's up to,
2 us, as a Commission, to determine how many and what
3 languages would we want. And we were then presented with
4 a timeline by the statewide database as to when we would
5 need to inform them as to the languages that we would
6 want to see presented, and the COI tool translated into.

7 I believe that we weren't to the timeline that they
8 gave us, and so I will say that I am a little
9 disappointed to hear that now we are being constrained,
10 based on useability, which I think -- and stability --
11 that seems a little odd that the number of languages, but
12 I'm not a tech person -- so it could be. But I am a
13 little disappointed to hear that.

14 I think if we had known that earlier on, we would
15 have perhaps had come to the same place where we did, but
16 we might have also made some other decisions as well too,
17 so I think -- I just want to put that on the record that
18 I'm just a little disappointed to hear that part.

19 I think we did try to work to their timeline, and I
20 believe that we weren't late in providing them the
21 language in terms of the timelines that they asked for.

22 On the public outreach meeting, I do want to just
23 comment and say that, I hear what you're saying, Director
24 Claypool, and I do agree that I think we do need to move
25 forward. I think, as a result of, at least from my



1 personal experience from the Census conversations that I
2 had based on the work that our outreach and engagement
3 subcommittee asked us each to engage in, I think
4 obviously, our conversations that we've been having, or
5 at least I personally have had, are resulting in, I
6 think, potential opportunities for outreach as well as
7 other ideas of how we can conduct the pre-Census outreach
8 and I do wonder, and I'm going to put Commissioners Sinay
9 and Vazquez on the spot here a little bit, but you know,
10 perhaps at this point they -- I think they've been doing
11 a lot of work around this. Perhaps they too can help
12 provide some kind of guidance and framework for an
13 outreach plan. I know it wasn't what they had thought
14 they were going to do and that we were going to be able
15 to turn it over to our Communications Director Ceja and
16 also that we would have our deputy executive director on
17 board at this point, but maybe perhaps the two of them
18 working with Mr. Ceja, you know, can start to put
19 together a outreach plan, at least from a pre-Census
20 perspective, and then perhaps even skeleton out the post-
21 Census mapping feedback outreach meetings, or public
22 meetings, that we'll have to have, because in this case I
23 think, you know, as much as I think we're cognizant that
24 the delays with the deputy executive director, I also
25 hear you that we just need to move forward. Personally,



1 I'm going to say that if we're going to get involved in
2 the kind of -- maybe micromanaging is not the right word,
3 but if we're going to get involved in the intimate
4 details of specific things that we want to see happen, I
5 would much rather see us spend time on this versus
6 deciding who gets hired. So I think for me, I think this
7 is going to be a better use of our time and also our
8 expertise and our input. So I think I'll just stop there
9 and just say thanks for all the work that everybody is
10 doing.

11 CHAIR KENNEDY: Thank you, Commissioner Akutagawa.
12 I just have one further thing to add regarding the -- the
13 communities of interest tool, and that is that, you know,
14 the statewide database for good reason in that I think
15 some of these decisions were taken before this Commission
16 was formed, there was a target date of having it
17 available as of the 1st of January, and I think I've been
18 consistent in saying we're not necessarily going to be
19 positioned to start promoting it, publicizing it, and
20 using it as of the 1st of January and so, you know, if
21 it's a question of taking until the end of January to
22 ensure stability with a couple more languages, that to me
23 is a tradeoff that we need to be discussing internally,
24 unless -- unless the fact is that we do not have that
25 sort of control. If they are under a contractual

1 obligation with the legislature to have this completed by
2 the 1st of January and we do not have any say in that,
3 then obviously, you know, we have to recognize that. But
4 if we do have say in it, you know, we need to discuss and
5 work out internally when we will be able to start
6 promoting it and actually using it and -- and propose to
7 the statewide database and to the legislature, if
8 necessary, an adjustment in their timeline.

9 Commissioner Le Mons.

10 VICE CHAIR LE MONS: I just wanted to say I agree
11 with everything you just said, Commissioner Kennedy, and
12 I think we should take it step further and to really
13 highlight the fact to give us a tool and then put the
14 burden of our ability to use that tool on us, I think we
15 really have to address that, because that's an additional
16 expense. I understood that we were going to need data
17 management for these, and I could have just missed that
18 part, but I understood very clearly that these
19 alternative or out-of-the-box approaches that we wanted
20 to use to gather data was going to require a provision on
21 our part to be able to process that information and we
22 were going to be very cognizant of not creating
23 mechanisms for acquiring for information that we couldn't
24 make useable, that we didn't want to do that. Never did
25 it occur to me that the COI tool fell into that



1 particular category. So to be quite frank, I'm shocked
2 that we would even have spent as much time and investment
3 in our contribution to this tool, from not only the
4 language perspective, but seeing its value to us, et
5 cetera, where in essence it sounds like the way it's
6 designed to date is only the English would be able to be
7 provided to us and I guess maybe the maps and we'd have
8 to figure out how to interpret that without the, you
9 know, associated narrative. So yeah, I think that we
10 need to craft some kind of response on that piece and see
11 what will it take to shore up the integrity. If we're
12 talking about, well, not just talking about -- it sounds
13 like we're talking about time and financial resources to
14 have this process be a valuable process that we can
15 really use because it seems like it is -- I know
16 Commissioner Sinay has all along said, you know, this is
17 not rising and falling on the COI tool and I always
18 supported that the entire time. However, we were
19 expecting to get a significant amount of contribution
20 from this tool and I think to be sharing where we are
21 right now with this is distressing to say the least.

22 CHAIR KENNEDY: Commissioner Sinay?

23 COMMISSIONER SINAY: Maybe it's better for Director
24 Claypool to go first if he's addressing Commissioner Le
25 Mons.



1 CHAIR KENNEDY: Okay. Director Claypool?

2 DIRECTOR CLAYPOOL: I was only going to respond in
3 that we're going to have to have a significant amount of
4 interpretation of things that we're going to be given,
5 given how we're trying to go out to far more communities
6 than we were. So a little bit of this is going to be
7 kind of a sunk cost, if you will, that we're going to
8 have to have the interpretation services for other
9 things. So, you know, we can respond to them certainly
10 and ask what the cost would be to get an interpretation
11 or we can respond in a different way and just ask in our
12 augmentation whether or not we could also cover the --
13 the interpretation of the information we're giving both
14 from the COI tool and from the other sources of
15 information that we're going to be given that are not in
16 English.

17 CHAIR KENNEDY: Commissioner Sinay?

18 COMMISSIONER SINAY: Yeah, I kind of thought -- I --
19 I understand everyone's concern and I think when I heard
20 about it I -- I thought well, in most of the work that
21 I've done when it's multiple languages, we want it all
22 translated as much as possible by the same entity and I'm
23 not sure -- so I -- I definitely hear the concerns and
24 agree with the concerns, but on the flip side as Director
25 Claypool said, we will be getting different testimonies



1 and such in different languages and we will need to
2 translate that. In my mind where everything has gotten a
3 little complicated is I didn't know if with data
4 management -- I know that we said we don't like Google
5 translate and such, but if -- if -- how others deal with
6 getting information in different languages and so I don't
7 know if that's done all by hand, you know, by people
8 power or if it's actually done by the actual platform.

9 CHAIR KENNEDY: Okay. Just a -- a heads up, I
10 guess, to everyone. I've managed language support units
11 elsewhere and there is a very clear distinction between
12 translation and interpretation. I -- I once had to take
13 my translator with me to interpret because my interpreter
14 wasn't there. My translator froze because she was
15 amazing at translating, but she can't divide her brain in
16 half on the spot to interpret and she just froze and I
17 had to say okay, thank you, we'll figure something out.
18 Likewise, you know, interpreters aren't translators.
19 It's two very different skill sets and we're going to
20 have to -- we're going to have to procure both skill sets
21 and we're unlikely to get them from the same person. I
22 guess the one thing that we do have is that there are
23 artificial intelligence tools, such as Google translate,
24 that can give you a -- a somewhat usable translation. It
25 varies by language and by how technical the -- the base



1 language going in is, but let's -- let's just all keep in
2 mind that they're two different skill sets and we're
3 going to have to procure both of them. Commissioner Le
4 Mons?

5 VICE CHAIR LE MONS: I think my concern with the COI
6 tool is the sheer volume. So I kind of am looking at
7 that different because we have no idea -- I mean, this is
8 a web-based platform that if we were halfway successful
9 in our marketing and promotion and education around it,
10 we could have volumes of information. That's more my
11 concern with that and it would seem to me that it would
12 be much better at the programming level to have that get
13 addressed than just providing us with volumes of
14 information that we have to have a mechanism by which to
15 translate. So that's the part where I see the COI tool
16 as a little bit separately. And then I'll reinforce the
17 point that I think there's a principle point here. the
18 principle point for me is this is supposed to be a tool
19 to serve us, that was presented to us as such, and the
20 multiple languages was an invitation, even if we talk
21 about 12. So let's just say if we said okay, they don't
22 want to do the additional ones that we talked about but
23 the 12, what I'm hearing is that there is not a provision
24 for providing us that information in a language other
25 than the input language. Well, we won't be able to

1 conceivably process, well, the majority of them. I mean,
2 I guess the Commissioners could translate the Spanish and
3 maybe some other Commissioners have other language skills
4 on the panel, but the point being that here is data and I
5 think that's a big investment in that tool and I think it
6 should give outputs that are most usable for its
7 intention, which is to support the Commission. So that's
8 my principle position on that.

9 CHAIR KENNEDY: Very good. Director Claypool?

10 DIRECTOR CLAYPOOL: I think it's important also for
11 us to remember that if we use 2010 as kind of a yard
12 stick on this, by volume it will be a very small
13 percentage. Now, we're hoping to increase that
14 percentage because we're hoping to reach out to people
15 who are disenfranchised and bring them in. Many of those
16 individuals will still come with people that they trust
17 and we'll be trusted interpreters for them. I would
18 assume that we might get some of that also with the COI
19 tool. So I just want to say that we need to be prepared
20 to reach out to everyone possible and we need to be
21 prepared to make sure that they get the respect and the
22 opportunity that they deserve, but by volume, I don't
23 anticipate this as being a large amount with the possible
24 exception of Spanish.

25 CHAIR KENNEDY: Okay. Any further questions or



1 comments regarding the Executive Director's Report?

2 Director Claypool?

3 DIRECTOR CLAYPOOL: I do have one other thing. I
4 saved it for last because we did have another case of
5 COVID here in the building. It was on the 25th. They
6 just told us. It's on a different floor, but in the
7 spirit of keeping you posted, they've isolated that floor
8 and sent everybody home and so that floor is now being
9 disinfected. And that's the end of my report.

10 CHAIR KENNEDY: Thank you. Commissioner Andersen?

11 COMMISSIONER ANDERSEN: Thank you for that, Director
12 Claypool. What floor?

13 DIRECTOR CLAYPOOL: Raul gave it to me. I believe
14 it's the fourth floor. I've just got four fingers up
15 from Katie, who knows everything around here. Fourth
16 floor -- two floors above us.

17 COMMISSIONER ANDERSEN: Okay, thank you. Actually,
18 it's a five story building? Is that correct?

19 DIRECTOR CLAYPOOL: I believe it's six. Yes.

20 COMMISSIONER ANDERSEN: Six? Okay. And your
21 office -- just for everyone -- the CRC office is on the
22 second floor.

23 DIRECTOR CLAYPOOL: Second floor, yeah.

24 CHAIR KENNEDY: Very good. With that, I will ask
25 Ms. Marshall for her report.

1 MS. MARSHALL: Good day, everyone. To prevent
2 duplication of what's already been presented by the
3 Director, or what will be presented by the Commissioners
4 I've worked with for the past couple of weeks, I have no
5 update. However, Attorney Johnston will be providing an
6 update on key issues -- key Census issues under
7 consideration by the U.S. Supreme Court.

8 Ms. Johnston?

9 MS. JOHNSTON: Thank you. Commissioner Sinay sent
10 out a report on the argument in the New York v. Trump
11 case and I'd just like to add to it a little bit. One
12 bit of background, the week before the DC circuit had
13 come out with a decision dismissing a lawsuit on the
14 grounds that it was premature before they knew what the
15 President was going to do with it, and that decision
16 seemed to weigh heavily on the Supreme Court. What most
17 interested me about the argument was the Solicitor
18 General and how vague he was in what the plans were for
19 the Census Bureau. He kept saying, well, it's all fluid.
20 By that he meant they weren't sure if they're going to
21 comply with the statutory deadlines because they were
22 having such a hard time validating the data and they
23 might not be able to provide the data until sometime in
24 late January, which of course would be into a new
25 administration. He also said he didn't know how the

1 Census was going to address the Presidential Memorandum
2 about undocumented aliens. He said they could identify
3 those who are in detention facilities, and perhaps those
4 who were under exclusion orders, but he wasn't even sure
5 about that and that that was a very small number of those
6 who were believed to be in the United States. So he
7 thought that whatever numbers were provided would not be
8 a significant, given the total population. There was a
9 lot of discussion about if the data is given to Trump and
10 he uses it for the data given to the states and Trump is
11 then sued later, how you'd have to -- what they kept
12 saying was unscramble eggs. That once the information
13 was out to the public, trying then to separate out or add
14 in people who were excluded would be very, very
15 difficult. The one positive I note, I got for us, they
16 didn't discuss the merits a whole lot, but when they did
17 discuss the merits even the newest appointees seemed to
18 be convinced that this was, at the very least, a break
19 with the President and there was no seeming justification
20 for interpreting persons as being any less than all
21 persons. So I don't know if anyone else got to listen to
22 the argument or has other thoughts to add or if you have
23 any questions, I'd be happy to answer them.

24 CHAIR KENNEDY: Thank you very much to our legal
25 team. Not seeing any hands. I would like to ask Mr.



1 Ceja to (a) begin with his report, (b) we have until
2 12:45 so we've got close to forty-five minutes and we can
3 kick off the discussion of the website and what the
4 Commissioners would like to see as far as features and
5 content of the website. I anticipate that we will
6 conclude that discussion before lunch on Thursday, but we
7 can at least kick it off now. So Mr. Ceja, the floor is
8 yours for the next forty-two minutes.

9 DIRECTOR CEJA: Thank you, Mr. Chair, and thank you
10 all who have responded to my communication survey. I
11 wanted to get a feel for what the needs are for the
12 Commission with regards to communication, but more than
13 anything, I also wanted to take the opportunity to get to
14 know you one-on-one as Commissioners and individuals that
15 comprise this body.

16 For those of you that have responded and turned in
17 your surveys, thank you. For those of you who have not,
18 I know where you live, or at least I know what county you
19 live in, so I'll keep hounding you down for those
20 surveys. I've learned a lot, actually, having those
21 conversations with each and every one of you about who
22 you are as individuals and why you decided to apply for
23 this Board, which was all great information that I'm
24 going to have to translate to media sources throughout
25 California.



1 I also did find what some of the missing parts of
2 our communications program here for the Commission are.
3 Many of you have told me that we have no communications
4 program. In the absence of the PR agency that was here
5 prior to myself, there really has not been any additional
6 work in the communications realm, so we're going to
7 change that. I asked for two particular tools that are
8 going to help me do my job with regards to communication.

9 The first was bringing on a media monitoring service
10 that will allow me to receive reports whenever any of the
11 Commissioners are mentioned, whenever California
12 Redistricting is mentioned, whenever we draw the lines is
13 mentioned, and I'll compile that into regular reports for
14 you all as they come in. And then as we start engaging
15 with the media, of course we'll have a lot more stories
16 to report, so I'll share those with you as well.

17 The other piece of information this service will
18 provide is a statewide database of journalists that I can
19 tap into and as we start pitching stories for you
20 individually as Commissioners, I'll be able to go into
21 that database, look at reporters for certain geographical
22 areas, and start pitching stories, saying hey, I've got
23 this story about a Commissioner or what I've learned.
24 There's little nuggets of information with these
25 conversations that UC Berkley alumni serve on this



1 Commission, which is amazing, so we will definitely be
2 reaching out to UC Berkley Alumni Association to get a
3 story about that. Those are the type of -- that's the
4 type of information that I get out of these conversations
5 that we have. I call them nuggets of information that I
6 can pitch to the media to get coverage. The other
7 glaring deficiency in our program has been the website.
8 I know many of you have told me that it's difficult to
9 work with a system that is so archaic and so old and just
10 the look of it is not representative of this Commission.
11 So we're going to give it an update. We're going to do
12 some rebranding of the logo and hopefully we'll have all
13 this wrapped up for a January launch.

14 I know some of you were talking about a coming out
15 celebration where we reintroduce the Commission, we have
16 branding, we have our website up, and I'm hoping that
17 I'll be able to do that. In doing so, I actually -- in
18 having conversations, asked two Commissioners in
19 particular if they would assist me with the transition
20 from the current website to the new website, and that
21 would be Commissioner Kennedy and Commissioner Taylor.
22 So with your permission, I'd like to tap into their
23 expertise to get this going so that we can begin with
24 that transition. We will go through the exercise today,
25 or whenever you feel appropriate, of indicating what



1 areas of the website you want to see in this new version
2 of our website, but I also wanted to take the opportunity
3 to tap into their expertise so that we have a structure
4 of what every page is going to look like and then I'll
5 get to work on reproducing that.

6 Now, in terms of social media, I know that we don't
7 have a social media presence and so we're going to change
8 that. I've already secured the Facebook page for We Draw
9 the Lines California, so that will be our official title
10 for Facebook. I believe there's a Twitter account that's
11 out there with our name. I just have to find the
12 credentials for it so I can take it over and continue
13 communicating through there as well. Now, during the
14 conversations I've had with you, I asked if you'd be
15 willing to do media training or if you'd be interested.
16 Many of you, I would say everyone, has responded in the
17 affirmative, so I will get those going as well so we can
18 gauge your level of expertise in conducting media
19 interviews and then fill in the gaps if there are any.
20 And then lastly, I just want to share that I will begin
21 pitching to local media, like I said, to tell your
22 stories, to let people know why we're doing what we're
23 doing, and what our charge is really as a Commissioner,
24 more of any educational component that needs to take
25 place on a statewide level. So I really want to do the



1 media trainings first before we start reaching out to
2 media outlets for those one-on-ones, but definitely want
3 to gauge how comfortable you are with media training and
4 then go from there to get this knocked out over the next
5 few weeks. I'll take questions, if there are any.

6 CHAIR KENNEDY: That's why I don't usually mute
7 myself.

8 Commissioner Akutagawa?

9 COMMISSIONER AKUTAGAWA: Just a question for Mr.
10 Ceja. Are you also going to be creating Linked In and
11 Instagram accounts as well too, more specifically Linked
12 In. I just said Instagram because some people, you know,
13 might as well cover all bases.

14 DIRECTOR CEJA: We can, yes. I can also do a survey of
15 what social media accounts you all think are appropriate
16 to bring on board, but also just be mindful that we're
17 going to have to create content for each one of these
18 pages separately, so it is more work. It's doable but
19 it's just more work, so we should really prioritize what
20 accounts we want to remain active and then how often you
21 would like for us to start posting, because it's going to
22 take people power to get those up and running and
23 continue with constant content.

24 CHAIR KENNEDY: And one of the -- one of the
25 experiences that I shared is that the Riverside County



1 Registrar of Voters has their Twitter account mirrored on
2 their website. So if you go to their website,
3 particularly right around elections, one of the first
4 things you see is their Twitter feed and that's a good
5 way to update things once and make it do multiple duty.
6 Yes?

7 DIRECTOR CEJA: Yes, that's a great point. We do want to
8 mirror our social media on our website and vice-versa.
9 You want to cross post on different platforms. And the
10 other thing that I forgot to mention was talking about
11 the COI tool. I know that we want this new version of
12 our website to be interactive, so one of the main
13 responsibilities will be to have the COI tool on the
14 webpage so that individuals can actually draw their own
15 lines and then submit that to us as their input. So we
16 have to figure out how we capture all that information
17 and make it reportable for the Commission.

18 CHAIR KENNEDY: Commissioner Sinay?

19 COMMISSIONER SINAY: We had also talked about making
20 sure that we have a good conversation with the Census to
21 understand their sword tool and how it makes sense to,
22 you know, how we could use it since they put so much
23 effort into it, or how do we create a similar just here's
24 the map -- well, I'm getting into that nitty gritty of
25 what we'd like on our website, so I apologize. I'll step



1 back.

2 CHAIR KENNEDY: Other Commissioners? Okay, Mr.
3 Ceja, do you have -- Commissioner Sadhwani?

4 COMMISSIONER SADHWANI: Just throw this out there, I
5 don't have any strong feelings one way or another. I
6 recall when the folks from the Census gave their
7 presentation. They had talked about reaching out to
8 school districts and even mentioned some context to do
9 that. I don't know if we're doing that or not. I don't
10 know who would be charged with that if we wanted to do
11 it. If we did, then I -- then I could see, you know,
12 using social media platforms that younger folks are using
13 like Instagram or Tik Tok, but I don't -- I just throw
14 that out there as something that we might want to think
15 about if we wanted to go down that road of reaching out
16 through schools.

17 CHAIR KENNEDY: There is a program -- relatively new
18 program called the Civic Engagement Initiative and San
19 Bernardino County Schools Office of Superintendent of
20 Schools is one of the lead agencies. So as the lead for
21 Riverside County and San Bernardino County in making some
22 of these initial contacts as far as outreach, I did send
23 them a note and I'm waiting for a reply to see if there
24 is any way that we might connect with and tap into that
25 whole network of the Civic Engagement Initiative. There



1 are other school systems, about half a dozen other school
2 systems elsewhere in the state that are involved, but San
3 Bernardino, I think, is the only county school system
4 that is among the four lead agencies. So hopefully I'll
5 have -- Commissioner Le Mons and I, will have a
6 productive conversation with them soon and will be able
7 to tap into a wider network. Commissioner Akutagawa?

8 COMMISSIONER AKUTAGAWA: Yeah, to echo Commissioner
9 Sadhwani, during one of our conversations that we had
10 around the Orange County region, our contact did mention
11 that the school districts were quite instrumental in
12 helping with the Census outreach because they know the
13 communities at the more micro levels and were able to
14 give us much better input into understanding potential
15 communities of interest. So that was one of the good
16 nuggets of information that we got from our interview.

17 I also want to just -- perhaps just echo -- I'm just
18 thinking about, like, I know that -- I was thinking about
19 what Mr. Ceja said about, you know, like the work it'll
20 take around social media, but I think increasingly, like
21 it or not, I mean, people do get information from social
22 media and what I'm also -- one of the other things that
23 struck me too is, again like it or not, sometimes young
24 kids, young adults are the kind of main purveyors of
25 critical information, especially around civic engagement

1 to their families, particularly families that are not,
2 you know, where English is a primary or a language of
3 comfort of them and so when I think when Commissioner
4 Sadhwani said about Instagram or Tik Tok, it did strike
5 me that we should be trying to -- it will require some
6 additional work, I know, but it may be age appropriate
7 communications that we should also think about in terms
8 of encouraging kids to let their families know, their
9 parents know, you know, this is something that -- that --
10 that families should be engaged in. It's not just a
11 voter kind of thing, but this is a, you know, this is a
12 community thing which does include young adults as well
13 too. So I just wanted to add that.

14 CHAIR KENNEDY: Okay, just for Commissioners'
15 information, the first cohort of participating school
16 districts in the Civic Engagement Initiative were Anaheim
17 Union in Orange County, Azusa Unified in L.A. County,
18 Cajon Valley in San Diego County, Eastside Union in Santa
19 Clara County, Ontario Montclair in San Bernardino County,
20 and Oxnard in Ventura County. So presumably, once I hear
21 back from San Bernardino County Schools as one of the
22 four lead agencies, then we would be off and running in
23 contacting those first cohort school districts around the
24 state and trying to see where we can plug into with this.
25 I have Commissioner Sinay next.



1 COMMISSIONER SINAY: Actually, Commissioner Vazquez
2 was right before me. Her hand is just disappearing
3 again.

4 CHAIR KENNEDY: Commissioner Vazquez, please.

5 COMMISSIONER VAZQUEZ: I thought I was gesticulating
6 wildly enough, but clearly not. I am hoping, also, sort
7 of maybe as an interim step for a more robust social
8 media presence that we can also -- in my mind a portion
9 of what we will be paying grassroots groups to do through
10 some granting mechanism is for them to be using their in-
11 house communications capacity to dedicate to
12 redistricting, especially sort of as we are still ramping
13 up and staffing up.

14 My personal preference would be to yes, have a
15 social media presence, but one that is more amenable to
16 quick pithy responses rather than -- as someone who has
17 had to manage an Instagram account for an organization,
18 that is a ton of work. It is a ton of work to create the
19 visual content and to make it worthwhile. It's not
20 something that even a weekly post on Instagram is worth
21 an investment for, but that we can keep in mind that part
22 of what we can build into the granting process is a
23 social media toolkit, right, that we can provide sort of
24 like baseline level content and messaging and allow the
25 trusted messengers to massage that content, translate it

1 into language that will be understood and interpreted by
2 their -- whether it's young people, whether it's ethnic
3 or racial communities, those sorts of things.

4 So in terms of, just again, my own priorities for
5 the communications piece, I would -- the less labor
6 intensive I feel like we can hopefully build the capacity
7 of others to do that work, that already have that
8 established presence in that medium, and not spend a
9 whole lot of time trying to figure out or staff things
10 that aren't necessarily in our wheelhouse.

11 CHAIR KENNEDY: Very good. Thank you, Commissioner
12 Vazquez. Commissioner Sinay?

13 COMMISSIONER SINAY: Director Ceja, did you want to
14 respond to what she just said?

15 DIRECTOR CEJA: I did, yes, just very quickly. Thank you
16 for that, Commissioner Vazquez. I'm coming from the
17 state recently and working for a legislator, I find
18 myself with several toolkits at my disposal from the
19 Governor's Office for the wildfires, for COVID-19. So
20 what they would do is on a weekly basis send me pictures
21 and suggested talking points or posts that I could just
22 copy and paste and put it up on our website and on our
23 social media sites, which made it very easy for me to
24 continue with the flow of information and it was all
25 centralized at one office, so we were all posting the

1 same message.

2 CHAIR KENNEDY: Commissioner Sinay?

3 COMMISSIONER SINAY: I don't think I saw anyone
4 before me again. A couple of things. One is I know that
5 in 2010, a lot of the social media was actually managed
6 by student interns and so we may, you know, folks are
7 looking for internships for next semester now, so just
8 something to keep in mind. I definitely agree with
9 leveraging other people's social media, other people's
10 audiences. I mean, we'll have to do both, but the truth
11 is we don't have time to build our audience and others
12 already have an audience. So it's always about going to
13 where people are, which you already know. We did have
14 school districts originally in our -- in our thinking and
15 in our plan, but Commissioner Vazquez and I have both
16 worked with school districts and worked with trying to
17 get curriculum out and it takes a lot of time and that's
18 what we also heard from the Census.

19 If we want to tap into an already existing
20 curriculum, the Census has a whole committee and a
21 curriculum that they created and we can piggyback on that
22 but especially now with online learning, there's two
23 thoughts. One is they're looking for content, but on the
24 flip side, teachers are also overwhelmed right now and
25 they always are, so I've always said instead of -- what I



1 have found useful is instead of going to school districts
2 sometimes because they already have too much they have to
3 cover, is going to the afterschool programs that are
4 looking for content and ways to engage youth. So I just
5 wanted to put that out there.

6 Commissioner Vazquez and I, when we were weighing
7 the cost of time on a short period, you know, on the
8 short timeline, what can we get done, that was one that
9 we kind of said okay, let's take a step back.

10 CHAIR KENNEDY: Very good. Commissioner Fernandez?

11 COMMISSIONER FERNANDEZ: I was going to wait for our
12 outreach discussion, but Commissioner Le Mons and I did
13 have a discussion yesterday with the Sacramento County
14 Office of Education because they were involved with the
15 Census, and they were also involved with the curriculum
16 for the 5th through 8th and then 9th through 11th, I
17 believe it was. Anyway, they were more than willing if
18 we have any fliers or anything that we want to get out,
19 because he said we were able to connect with every family
20 because they either had to come in to get their lunches,
21 which in a sense when you have the kids coming in to get
22 the lunches, those are usually the ones that need the
23 lunches, they're harder to reach. He said that or when
24 they come to get their homework. So those two aspects of
25 it are probably your students and families that are

1 harder to reach because they don't have the internet
2 access and they need the meals. And then the third thing
3 was, you know, in terms of utilizing the virtual for the
4 students, also doing that. So they were very open to
5 helping as long as we had a flier, we had a message to
6 get out there, very supportive of that effort.

7 CHAIR KENNEDY: Excellent. Other Commissioners?
8 Commissioner Vazquez?

9 COMMISSIONER VAZQUEZ: Also, a reminder to the
10 Commission and also a note for Director Ceja, I used to
11 work for the State School Board Association and also have
12 contacts with the State Administrators Association, so
13 that would probably, in my mind, be the quickest way to
14 reach a critical mass of decision makers and leaders who
15 would be interested in supporting our efforts at the
16 grassroots level, is to go to the statewide association
17 when we are ready. I would be happy to make those
18 connection, but understand we have moving parts, so.

19 CHAIR KENNEDY: Perfect. Another example of the
20 enormous variety of talents and contacts that we all
21 bring to this Commission. That's absolutely wonderful.
22 Director Ceja, do you have anything further that you'd
23 like to add at this point? Do you want to go into any
24 specific aspect of the website design or content?

25 DIRECTOR CEJA: So I'm not sure. Aside from the



1 outline that you provided me, Chair Kennedy, I'm not sure
2 what other conversations have taken place online or if
3 you all have suggestions now that you want me to start
4 looking into, but I would really love to get the input of
5 all Commissioners at some point in time as we start
6 building the new website. Then, like I said, I'll be
7 working with Commissioners Kennedy and Taylor to wrap up
8 what we want the next version of the website to look
9 like.

10 CHAIR KENNEDY: Commissioner Vazquez?

11 COMMISSIONER VAZQUEZ: At the risk of getting out in
12 front of either you, Chair, or Director Ceja, did we need
13 to or want to discuss, and this may be a suggestion
14 around Nation Builder, because I know that's an expense.
15 So again, I don't know if we need to discuss that now or
16 if there are plans to discuss later.

17 CHAIR KENNEDY: That would be perfectly in order at
18 this point. Director Ceja?

19 DIRECTOR CEJA: Yes, so I apologize I didn't mention
20 that. We did secure Nation Builder to help me revamp the
21 website. It will also take the place of MailChimp and
22 Constant Contact that we currently have and will be our
23 new database for contacts as well. So all our contacts
24 will go into Nation Builder. They'll be rolled over.
25 It'll act as the back door for me to update the website



1 and also as our new platform to shoot out eblasts to our
2 audiences. Then the other service that we acquired was
3 Mount Water, and they do media monitoring and a database
4 of reporters on a statewide basis so that we can reach
5 out to whoever we want based on issues and geography.

6 CHAIR KENNEDY: One question on the media
7 monitoring. Is that English only or is that
8 multilingual?

9 DIRECTOR CEJA: Multilingual. It will capture
10 anytime we're being mentioned and they do keep actual
11 video footage of interviews in the case that we're on a
12 tv station somewhere and we can save that for our own
13 public record.

14 CHAIR KENNEDY: Okay. Commissioner Sinay?

15 COMMISSIONER SINAY: I need to look through my
16 notes, but there's a program that's been -- a woman named
17 something close in the Bay Area, had started working with
18 ethnic press over twenty years ago, just because she
19 realized that when Chinese newspapers went out, they only
20 talked to Chinese, and when Latinos - and so she wanted
21 to build that bridge and she also realized that actually
22 bringing the ethnic press together was a larger - they
23 reached a larger number than just the San Francisco
24 Chronicle or the L.A. Times, and I was excited to hear
25 that that program is still going on, so I think that

1 could be a great relationship also, just for technical
2 assistance to that media as capacity building, but also
3 other ways. So let me look for that and I'll get it to
4 you, unless you already have it.

5 DIRECTOR CEJA: It's New America Media.

6 COMMISSIONER SINAY: Thank you. Sorry.

7 DIRECTOR CEJA: Yeah, many moons ago, but yes, that
8 work is very important and much like our efforts to do
9 outreach have to be grassroots, our media contacts also
10 need to be grassroots in order to get that information
11 out.

12 Yes, I'll retalk to them.

13 CHAIR KENNEDY: Commissioner Akutagawa?

14 COMMISSIONER AKUTAGAWA: Mr. Ceja, are you -- have
15 you used Nation Builder before and are you comfortable
16 with the way their website will look?

17 DIRECTOR CEJA: Yes, I've used Nation Builder for
18 the past ten years in different offices. So yes, it's
19 the easiest way for me to go behind the scenes and build
20 a website, but also maintain it and it seems that we have
21 many pressing needs to upload documents and for the
22 moment I'll be able to do that without necessarily
23 sending an email to someone and then seeing when they
24 have the availability to do it. We'll be able to do it
25 instantaneously, so it'll will be super helpful.



1 COMMISSIONER AKUTAGAWA: Thank you.

2 CHAIR KENNEDY: The one comment that I would, I
3 guess, reiterate is I think in accordance to pull apart
4 the current website leaving only the 2010 contents, have
5 that archived, you know, when you set it up as We Draw
6 the Lines/2010 or something. We need to preserve
7 everything that's -- not only everything that's been now,
8 but I have the impression that there's some content that
9 has been pulled off of it since the 2020 Commission took
10 office. We need to make sure that whatever was on the
11 2010 Commission's website as of the 1st of July, 2020, is
12 still accessible -- easily accessible, but clearly
13 accessible as the 2010 Commission's content rather than
14 our content. I don't know if others have thoughts on
15 that, but I wanted to reiterate that. Commissioner
16 Sinay?

17 COMMISSIONER SINAY: I agree with what you're
18 saying, but my only thought is if it becomes a rabbit
19 hole and it takes up too much time to find a lot of that,
20 that the priority right now is moving forward because
21 there's a lot of outreach we need to get done ASAP, by
22 some voters telling us. So I would put that as a second
23 priority for everything else we need to do.

24 CHAIR KENNEDY: Right. Okay, if there's no further
25 reports from communications and no further comments on

1 the website design or content, then Commissioner Sinay?

2 COMMISSIONER SINAY: Sorry, on the content, if there
3 is a way to create a map, and I know I've said this
4 before, but as people -- we're getting input on the COI
5 tool and stuff, if there can be a map or something where
6 we get direct little dots and that's where the Census
7 kind of tool is important, because that will allow us
8 also to see where we need to do better outreach and allow
9 the community to also see it. On the other side, it will
10 also let people see that it's not that we didn't hear
11 exactly what they said, it's that several people from
12 their community spoke up for whatever it is. So it could
13 be used for different reasons.

14 CHAIR KENNEDY: Director Ceja?

15 DIRECTOR CEJA: I actually have a meeting with the
16 COI tool producer this week. I've never even seen the
17 tool, so I'll familiarize myself with it, but I'll ask
18 those questions to see what information we can post on
19 our website so that it's -- to let us know where people
20 are actively engaging throughout the state and where we
21 need to up our outreach efforts.

22 CHAIR KENNEDY: Okay, anything else? Commissioner
23 Taylor?

24 COMMISSIONER TAYLOR: Yes, Commissioner Sinay, just
25 for clarification. So you were -- you were thinking a



1 map of participation as in who's participating in the
2 process?

3 COMMISSIONER SINAY: Um-hum, yes. It would be
4 populated by the COI. You wouldn't see the whole map
5 that the COI did, but it would just be a dot or whatever,
6 just so people can see the participation.

7 COMMISSIONER TAYLOR: Got it. So that would give us
8 an idea of the regions or the locations where people are
9 participating from. We also can use that as tool to see
10 where the holes in our outreach might be. Thank you.

11 COMMISSIONER SINAY: Right, as well as transparency
12 on who's participated. Not by name but by dot.

13 COMMISSIONER TAYLOR: Right.

14 CHAIR KENNEDY: Commissioner Sinay, did you have
15 anything?

16 COMMISSIONER SINAY: Yeah, I want to make sure on
17 everything we do kind of when we're doing outreach that
18 we're thinking about obviously public education, you
19 know, letting people -- educating people, but also
20 thinking through what the action is and making sure that
21 we're collecting both email and text, because a lot of
22 stuff is done now via text versus email. So on the
23 website, we want to make sure that we have a tool that is
24 easy to find, because it's not easy to find an invitation
25 to be engaged. That was something with the COI tool as

1 well. When I met with them I said, hey, we want to make
2 sure that they have to opt out of us texting their email
3 versus opt in, but as many emails as we can get to be
4 able to keep them informed and keep people engaged.

5 CHAIR KENNEDY: Okay, very good. Well, with that,
6 we will conclude the morning session and have ten extra
7 minutes for lunch. So please be back at 1:45 and we will
8 be taking public comments at that time, followed by some
9 desk speakers on data management at 2:00.

10 (Whereupon, a recess was held from 1:00 p.m.
11 until 1:45 p.m.)

12 CHAIR KENNEDY: Good afternoon, everyone. Thank you
13 for being with us. We're back from our lunch break. As
14 usual, we will turn now to public comment, so I would ask
15 Katie to please read the instructions for public comment.

16 PUBLIC COMMENT MODERATOR: Yes, Chair. In order to
17 maximize transparency and public participation in our
18 process, the Commissioners will be taking public comment
19 by phone. To call in, dial the telephone number provided
20 on the live stream feed. The telephone number is 877-
21 853-5247. When prompted, enter the meeting ID number
22 provided on the live stream feed. It is 92738068918 for
23 this week's meeting. When prompted to enter a
24 participant ID, simply press the pound key. Once you
25 have dialed in, you will be placed in a queue from which



1 a moderator will begin unmuting callers to submit their
2 comments. You will also hear an automatic message to
3 press star 9. Please do this to raise your hand,
4 indicating you wish to comment. When it is your turn to
5 speak, the moderator will unmute you and you will hear an
6 automatic message that says, "the host would like you to
7 talk. Press star 6 to speak." Please make sure to mute
8 your computer or live stream audio to prevent any
9 feedback or distortion during your call. Once you are
10 waiting in the queue, be alert for when it is your turn
11 to speak, and again, please turn down the live stream
12 volume. These instructions are also located on the
13 website. The Commission is taking general public comment
14 at this time. We do not have anyone in the queue.

15 CHAIR KENNEDY: Thank you, Katie. Just tossing out
16 there for public reaction as well, we have been opening
17 periods for public comment at the beginning of the day,
18 at the beginning of the afternoon session, and at the end
19 of the afternoon session. If there are other suggestions
20 of times that would be more useful to the public, please
21 feel free to let us know, either in writing or by calling
22 in. We are trying to be as open as possible to public
23 comment.

24 Commissioner Sinay?

25 COMMISSIONER SINAY: A while back we had discussed



1 maybe either using Twitter or another way so that people
2 could, you know, give their public comments and didn't
3 have to wait until we do public comments, if it was a
4 hashtag or something.

5 Now, that we have a director of communications, maybe he
6 can come up with a recommendation on how people can just
7 leave their public comments quicker for us and we can
8 respond to them. The reason Twitter is good is because
9 you can respond to them publicly and then also leave a
10 note there. I just wanted to put that out there.

11 CHAIR KENNEDY: Thank you. So Mr. Ceja, you'll take
12 a look at that and let us know your recommendation on how
13 to address that. Any further thoughts on public comment?
14 Commissioner Taylor?

15 COMMISSIONER TAYLOR: Yes, I don't know if this is a
16 question for Counsel or not, maybe just some
17 clarification. We are bound to where we can respond to
18 in a notice meeting. Are there similar stipulations on
19 whether we would be able to respond to in social media?

20 MS. JOHNSTON: I'm not sure. Do you mean if you
21 receive something in Twitter?

22 COMMISSIONER TAYLOR: Correct.

23 MS. JOHNSTON: The problem would be if you respond
24 to it within the public media or not. If it's Twitter,
25 it can be responded to anytime and there's a problem with

1 that because it wouldn't be really public. You've got to
2 receive all information during a public meeting. So I
3 think if a new topic came up on Twitter, you would have
4 to agendize it and discuss it during a public meeting,
5 but I'm not sure. I would have to check that out. I
6 don't know if there's any opinions on how social media
7 affects routines.

8 CHAIR KENNEDY: We would very much appreciate that
9 and look forward to hearing back from the legal team on
10 that.

11 Okay, Katie, we have no one in the queue at this
12 point?

13 PUBLIC COMMENT MODERATOR: We do not, Chair.

14 CHAIR KENNEDY: Okay, thank you. We have not yet
15 been joined by our 2:00 guests.

16 I don't know if, Commissioner Ahmad, if you want to
17 say a few words before they join us?

18 COMMISSIONER AHMAD: Sure, I can do that. I don't
19 know if I'll take nine minutes, but who knows? So our
20 guests will be joining us at 2:00 p.m.

21 Commissioner Turner and I have been meeting with
22 lots of different folks around the topic of data
23 management for our Commission work moving forward and we
24 wanted to bring forth a discussion from some experts in
25 the field for our own purposes and education within our

1 own group. As to provide some context for our
2 conversation later on in the agenda in which Commissioner
3 Turner and I will bring forth a draft RFP scope of work
4 language for feedback from the Commission, as well as
5 feedback from the public. So we are hopeful that this
6 conversation will give Commissioners some context to that
7 and also allow for some questions to our experts on any
8 topic related to data management that folks want to have
9 addressed. Our presenters will be joining us at 2 p.m.,
10 so we're still eight minutes away, so I'll pass it to
11 Commissioner Turner if she has anything else to add on
12 this introduction.

13 COMMISSIONER TURNER: Thank you, Commissioner Ahmad.
14 Just to share that we have had multiple conversations.
15 We had an opportunity to speak with Testify. We talked
16 to the Massive Data Institute, Pacific Tech. We've
17 talked to Coach for America. We're waiting now to try to
18 get a connection too with Google and so the
19 conversations -- we just felt like we were learning so
20 much. We were both very excited about this upcoming and
21 the information that was being shared, knowledge gained,
22 and additional things to consider as we're trying to
23 research the right organization, firm, company, that will
24 be able to handle our request.

25 So with each of the calls that we had, we went into



1 it explaining to them who we were, what the desire was,
2 and how we're looking for a tool that would be able to
3 house, store the information, that would be able to
4 collect the information, store it, and then make it
5 accessible to us as needed where we would be able to
6 make -- draw from it to draw our lines that we ultimately
7 needed. We let them know that there was the language
8 issue, that we wanted to be able to receive information
9 in various languages. We also talked to them about the
10 security perspective, how we wanted to make sure that
11 this would stand up to any scrutiny, that the information
12 would be protected and safe. The conversations were, I
13 think, varied but everyone was indeed excited about the
14 prospect of participating and being able to play some
15 role. And what we determined was that if we wanted, with
16 all that we've been learning, we invited a couple of
17 speakers, like Commissioner Ahmad said, just to be able
18 to stand before this Board and give a presentation, first
19 of all -- but then also allow you to be able to ask any
20 questions. So that as we move forward with our request
21 for proposal, you'll have a full understanding of what's
22 needed. So if there are any preliminary -- I know we can
23 go deep into questions, but if there are any high-level
24 questions prior to the presentation, we certainly have
25 still just a couple of minutes before our guests join.



1 CHAIR KENNEDY: I wanted to take the opportunity to
2 thank you both for your work on this. I mean, not only
3 have learned, but it's clear that we're going to be
4 learning quite a bit as a result of your efforts on our
5 behalf. So I really want to thank you and congratulate
6 you for the excellent done in bringing us to this point,
7 and definitely look forward to hearing from these folks.
8 I mean, this is an aspect that, I think, we're trying to
9 make a significant advance in over the experience of the
10 previous commission. And it really is critical to our
11 success, and so very much wanted to thank both of you for
12 this.

13 COMMISSIONER TURNER: Absolutely. I think one of
14 the other things I wanted to add is, is that a lot of the
15 people that we were able to speak with certainly would
16 have had preference that the information was all
17 structured. And we know, so most of them says that we
18 should make the public present in a set way, right? And
19 so if all of the information is structured, it makes
20 their jobs so much easier. And we're like, well no,
21 we're going to get this in a lot of different formats.
22 It will be structured. And unstructured means that I
23 don't think I knew either that the COI tool would come
24 all in the original language. But we did let them know
25 we received shapefiles from the COI people. We will give

1 verbal responses, you know, the whole -- the full gamut.

2 And they were, like, oh, okay, so.

3 But as you will see with our speakers today, there
4 are some people that feel like they will have solutions.
5 And if not from one tool, would maybe putting together a
6 few different tools that will work together.

7 CHAIR KENNEDY: Right. Right. Well, and you know,
8 as I mentioned earlier, a vendor that offers a solution
9 for special districts, and asking them if they either
10 have a separate product that might be suitable for a
11 commission, or if they would be able to make whatever
12 modifications to their regular software that we might
13 need to use it as a commission. Yeah. There's more than
14 one way to skin a cat. And you know, hopefully, we'll be
15 learning from all of these people. And as you say, we
16 can make some informed decisions after hearing from these
17 and possibly eventually some others as well.

18 COMMISSIONER AHMAD: Hi, Alex. Thanks for joining
19 us.

20 MR. ALLAIN: Hello. Good to see you.

21 COMMISSIONER AHMAD: I believe we are waiting on a
22 few other folks. And then, I can introduce you all to
23 the group. And then, we can take it from there.

24 CHAIR KENNEDY: In the meantime, can we hear about
25 your Demos not Memos?



1 MR. ALLAIN: Absolutely. So this is one of the
2 catchphrases at U.S. Digital Response. What we found
3 works really well is actually, rather than writing a
4 bunch of stuff down, is to kind of just do it and show
5 it's possible. And so for example, when we're partnering
6 with governments who need help, we -- if we can, we try
7 to listen, and then say, hey, here's roughly what we're
8 thinking about. Does this look right to you? Does this
9 seem about right? And it makes it a lot easier for
10 people to give us feedback. Because it's real and
11 concrete. And it just creates a lot more momentum as
12 well. So we like to focus on demos not memos, as we say.

13 CHAIR KENNEDY: And I have to admit that the
14 political scientist part of me misread it at first.
15 Because I was thinking the demos, the people, you know.
16 That's a nice -- that's a nice slogan you've got going
17 there. And then, I was like, okay, so.

18 MR. ALLAIN: I like that --

19 CHAIR KENNEDY: Very --

20 MR. ALLAIN: -- that pun on that. That's -- maybe
21 I'll work that in in the future, enrich it.

22 CHAIR KENNEDY: And I think -- and I see
23 Commissioner Sadhwani nodding. So she knows where I'm
24 coming from.

25 COMMISSIONER SADHWANI: I was saying, very cool.



1 What does that mean?

2 CHAIR KENNEDY: Okay. Commissioner Ahmad and
3 Commissioner Turner, the floor is yours.

4 COMMISSIONER AHMAD: Thank you.

5 As we wait for a few more folks to join, I will go
6 ahead and start with the introductions of our guest
7 speakers. So today from 2 to 3:15, we have this time
8 blocked off for two different groups who are presenting
9 related to data management. We have Amy O'Hare, who is
10 on the call, and she's waving, from the Massive Data
11 Institute at Georgetown University. And then, we have
12 Waldo Jaquis (ph.), which I'm seeing as not on yet, and
13 Alex Allain. And then, we just got joined with Robin
14 Carnahan. They are from the U.S. Digital Response.

15 So we can start with Amy O'Hare. She will go ahead
16 and give her presentation. And then, U.S. Digital
17 Response will actually have slides for their
18 presentation, in which they will screenshare. Those
19 slides have been posted for the public. So we have about
20 twenty minutes, give or take, for each of the
21 presentations. And then, the remainder of the time for
22 questions from our group and some additional questions
23 from the public, if we have time for that.

24 So with that, Amy, the floor is yours.

25 MS. O'HARE: Thank you. It's a pleasure to talk to



1 you. And two of your commissioners, I've already had a
2 brief conversation with. And I told them some of my
3 horror stories and war stories from my time when I worked
4 at the U.S. Census Bureau.

5 I currently work at the McCourt School of Public
6 Policy at Georgetown. And I focus on data governments
7 and data linkage and privacy protection. And I've been
8 looking into the best practices for data intermediaries.
9 Those are people that help fill that space between the
10 people that have the data and the people that want to use
11 the data, so what are those best practices for data
12 management, for data retention, for data archiving, for
13 data linkage. And then other project that I've been
14 working on really builds upon my career at the Census
15 Bureau. I've been looking into how states could develop
16 their own population estimates for benchmarking against
17 the results that will be coming out this 2020 Census.

18 So I want to explain a little bit more about the
19 work that I did at the Census Bureau. I left there in
20 2017, when I was the senior executive in a business unit
21 called the Center for Administrative Records Research and
22 Applications. Because they like long acronyms. That
23 unit was tasked with identifying data sources to improve
24 census results. And that was to help Census with their
25 address frame, to help Census fill in missing data, and



1 to help them improve the quality of the data that they
2 were collecting in the household surveys and in the
3 Decennial Census. And I started out there doing a bunch
4 of modeling work. So I was using household surveys. I
5 have a PhD in economics. And I was in there just using
6 data that came from response. But I learned how
7 important it was to blend that with information from
8 Social Security, from HUD, from IRS, from Veterans
9 Affairs, from Medicare, from Medicaid, in order to get a
10 richer sense of what's going on in the population and
11 economy, so that we would have even better statistics.

12 And in that role, I moved into the efforts to
13 negotiate access to those data sets from the agencies
14 that I just ran through the quick list of. So that meant
15 that I was writing sound data sharing agreements, but
16 getting a lot of data in the door. And the data would
17 come in sometimes in one giant file. And sometimes, like
18 with Medicaid, they delivered it in forty-seven separate
19 files. And then, it was up to us to figure out what came
20 in the door, whether it was what we expected, what we had
21 to do to it. And if in any of those data deliveries it
22 did not meet our expectations, to have that feedback loop
23 to figure out how to get the data that we thought that we
24 should've received.

25 So also, in my role, I was responsible for securing



1 that data, processing it, and protecting it. And so that
2 was, both to make sure that we were meeting the terms and
3 conditions of the agencies that provided the data, but
4 never losing sight of the fact that it was all of your
5 data. Like, I was writing a data-sharing agreement with
6 the Internal Revenue Service. And we were getting all of
7 your tax returns. And I was the signatory on that
8 agreement. And if anything bad happened, I would go to
9 jail. So I was very, very diligent about data management
10 in my old job. And I carry that forward. And I'm
11 always, like, preaching this to people that please, you
12 know, you don't want to go to jail. You might not go to
13 jail, if you mishandle the data. But you know, there's
14 certain practices that you can apply that aren't really
15 that hard, you know. That you just got to plan in
16 advance and be prepared to roll with what happens.

17 So as I mentioned when I was at Census, lots of
18 deliveries, lots of agencies. The data would sometimes
19 come in on a weekly basis, a monthly basis, a quarterly
20 basis, six months, annual. And we just had to figure out
21 how you deal with these different streams of data that
22 were coming in. Now, I was lucky, because the data that
23 I was obtaining, they were largely of the same type.
24 There were some different computer formats. But unlike
25 the task that you guys have ahead of you, I was pretty



1 much getting machine-readable data. And I was not doing
2 direct data collections. So I wasn't getting face-to-
3 face or telephone transcripts. It was largely collected
4 online in forms. Sometimes I would get data that had
5 been scanned into pdfs. But still, I was dealing with
6 digitized data. I cannot express to you the importance
7 of properly capturing that data whenever it hit the
8 agency. So getting it all the way in the door by making
9 sure that we were documenting what was supposed to come
10 in, what we actually received, and making sure that we
11 had a way to catalog that information, so that we didn't
12 lose track of any of it. That was also critical for
13 version control.

14 So let's say that some agency that runs government
15 health care, that they were sending us data files. And
16 the data for one of the states had far fewer, like, it
17 had 6,000 observations and we were expecting millions.
18 And so we went back and we said, I think there's a
19 problem with this delivery. That meant that we had to
20 have solid version control. And this is what I mean
21 about planning in advance for all of the different dribs
22 and drabs of data that you're going to get in, making
23 sure that you understand the provenance, which is
24 identifying where it came from and what has happened to
25 it since it became in your control, and also having that

1 solid version control, so that you're able to have a
2 strong sense of the warehouse that you're -- of
3 information that you're accumulating.

4 And so this, in my experience, involved a system of
5 systems. I had some of my staff, and I had dozens of
6 employees that were tasked with different parts of this.
7 Some of them were dealing with the incoming data. Some
8 of them were dealing with the data that we had received
9 and we were in process of. Some of them were dealing
10 with that feedback loop, where it didn't validate, and we
11 had to go back and deal with the ones that were, kind of,
12 problem children. And then, some of them were ready for
13 analysis. There were other people that worked for me
14 that were doing the analysis, and then, post-analysis.
15 Sometimes if we didn't need the data for a while, we
16 would put it into inactive storage. And so I'm
17 explaining to you this system, because making sure that
18 you are ready in advance for this deluge of information
19 that's going to come your way. The more that you can
20 prepare, the easier it's going to be to keep on top of it
21 as it's growing in volume.

22 Another aspect that I had to deal with was
23 certifying destructions. So sometimes we would get data
24 for a specific project, especially from a homeless
25 management information system. They would say you can



1 use the data for this period of time. And then, you will
2 certify destruction. So making sure that you understand
3 what's going to happen to your data all the way through
4 what we like to call its lifecycle, when it comes to be,
5 when it comes to your possession, as you have it in your
6 chain of custody, and then what you're going to do with
7 it at the end, how you're going to archive the data, or
8 in my case, how I sometimes had to certify destruction.
9 So this is what we were doing. And like I said, I had
10 different roles for the different aspects of this.

11 Something that I think is critical to also consider
12 is, as you're getting the information in, and as you're
13 tagging it or marking it for what type of information
14 that you're getting, making sure that that's going to be
15 compatible the entire time that you guys are going to use
16 the data. So once you are considering what your needs
17 would be, you may also want to talk to people that are
18 data curation experts. And this used to be what, you
19 know, we used to call library scientists. But these are
20 people that are working at information schools. This is
21 what they do. And so you may be able to, as I spoke to
22 the two commissioners, a lot of these programs have
23 capstone programs. And if you can get people that would
24 view this as a tremendous opportunity to kind of cut
25 their teeth on a real data problem, that might be a nice

1 matchmaking between the need that you have and their
2 skill sets, their expertise, that they would be able to
3 bring to bear. So that's once you're dealing with the
4 problem of getting the data.

5 Now, let's say that you have the data. You've
6 gotten it in the door. And you need to analyze the data.
7 When I was doing this, I sometimes had to count how many
8 people are in the SNAP data? How many people are in the
9 WIC data? How many people are getting the earned income
10 tax credit? And I also had to categorize it. I was
11 saying how many are in California, how many are in
12 Nevada, how many are in Alaska, and then, grouping it
13 also by, are these taxpayers that are over sixty-five or
14 under? So I was doing a lot of this data manipulation
15 once I had it in the door. And similar to what I
16 understand your task is, sometimes I was looking within a
17 state across the different counties or different
18 districts that were identified. And sometimes I had to
19 understand where the data came from. Was this something
20 that was filled out online? Was this something that was
21 collected in person?

22 In my role, I often had to figure this out by race
23 and ethnicity. So I was doing a lot of data linkages
24 with that. I was looking over time. So for this census,
25 they've collected data over a long period of time. You

1 commissioners are going to be working over a period of
2 time. So having good time stamps on the data is also
3 critical. Now, when I was at the Census Bureau, we would
4 then take the information and create visualizations or
5 different analyses. We would look at causal analysis to
6 say, did that policy change? Have any difference in the
7 outcomes of those food stamps recipients? Or looking at
8 correlations to see if participation in one program was
9 correlated with participation in a different program.

10 And it's kind of the same as your task. Because
11 you're going to have a lot of data. You're going to have
12 a lot of modes in person and online and in writing. You
13 could have a lot of formats. You're going to have
14 written data. You're going to have maps, spatial data.
15 And you're going to have information for the entire --
16 the entire state. You're also going to have submissions
17 representing lots of voices and data that are going to be
18 submitted in different languages. And this is something
19 that the U.S. Census Bureau had been grappling with. You
20 know, they only printed the forms in a number of
21 languages. But they did try to be accommodating.

22 But I would say that what would be useful to think
23 through is how you can plan ahead to a system that's
24 going to meet your needs. And you want to make sure that
25 you've thought in advance of what your retention terms

1 would be, in case you need to have archiving of this
2 information into the future. I'm a big proponent as much
3 as possible of touching information once. So if you
4 think in advance of here comes the information, I want to
5 process it, tag it, catalog it, and then put it in our
6 database. I want to try to get as much out of it the
7 first time, that either a system or a person is looking
8 at it, and then, thinking through what your -- like I
9 said before, the retention terms are really critical
10 there.

11 So when you're using the data, are you going to need
12 to be able to group it, you know, to digitize it and code
13 as you're getting it in? Are you going to need support
14 for the analysis beyond the data curation needs that I
15 was describing? You may also have analytic needs. And
16 there are tons of people that can help you with that. I
17 think that the next set of speakers is really going to be
18 able to shed some light on that. But you're going to
19 want to understand where the data came from, what the
20 submissions are about, and potentially be able to compare
21 districts, and to be able to do that, both with any
22 written comment, as well as any shapefiles that get
23 submitted.

24 And so I think that my hopeful takeaway for you is
25 to, kind of, separate what needs done with your data

1 management issue, your opportunity to do good data
2 management here. And right now, I'm serving on the
3 advisory committee on data for evidence building. So
4 it's a federal government advisory committee. And we've
5 just been working on our RFI, where we're going to get
6 public comment for what the United States should do for
7 evidence building. And I was one of those commissioners
8 that was, like -- I was a committee member, excuse me,
9 not a commissioner. I was a committee member that was,
10 kind of, annoying whenever we went through what that was
11 going to look like. Because I wanted to make sure that
12 we were going to get really useful information. And so I
13 kept saying, no, like, let's make sure that this is in
14 plain language. And let's make sure that we are prepared
15 to get that wealth of perspective that people are going
16 to want to send us. And let's make sure that we're not
17 just hearing from the same people that we always hear
18 from. So I'm a big believer in the public comment
19 process there.

20 And I think it's also going to be important to know
21 what you will reject. If there's anything that you will
22 reject, kind of, iron that out in advance. You know, if
23 someone is going to submit a collage, for instance, is
24 that going to be something that you accept or not, is how
25 are you going to catalog that? So identifying roles for



1 your data management tasks, documenting your procedures
2 in advance, and trying not to fall behind as the
3 information rolls in.

4 And then, just in my last couple of minutes here, I
5 want to circle back to what I'm working on right now at
6 Georgetown. And it does tie in to what your eventual
7 task will be whenever the Census Bureau releases this
8 information. I'm working on ways to assess the data
9 quality. And let me tell you a little bit why I'm
10 concerned about data quality. Given my role that I had
11 for fourteen years at the Census Bureau, I know what they
12 were planning to do. And then, I know what this year has
13 brought us, okay? So I'm worried about the uneven self-
14 response rate. You've all seen the map for California.
15 You know where it looks good. You know where it doesn't
16 look so good. You also know that the Census Bureau has
17 informed you that they got to 99.9 percent completion
18 during the nonresponse follow-up work. This time, this
19 cycle, for the first time, they used administrative data.
20 And speaking to you as the executive that had built and
21 run the administrative data unit there, there was a lot
22 of great quality information that could be used. But it
23 was not evenly distributed across population groups, as
24 well as geography. So I'm curious to see the new methods
25 that they used to handle nonresponse, what sort of data



1 quality that's going to pop out at the end of that?

2 They were also using this approach to deal with
3 duplicates that has never been done in the past. Because
4 they were out in the field for so long, like, this census
5 period was longer than any census in modern history. And
6 so from what we hear, they're going go be a lot of
7 duplicates that were received for addresses. And the
8 Bureau is trying to resolve them to get these data
9 products out the door. And then, finally, they have a
10 different disclosure avoidance practice, this cycle as
11 compared to prior censuses. And that is going to involve
12 noise infusion to protect the identities of the
13 individuals that are in the census file. And that could
14 cause squirrely results in small geographies.

15 So those are things that a number of us are going to
16 be looking out for and trying to assess. And so as
17 you're hearing public comment, if there are folks that
18 are concerned about that, and you would ever want to be
19 connected with the experts in disclosure avoidance that
20 might be able to shed some more light on this, there are
21 some of us on the outside that are -- we are actively
22 working on this right now in anticipation of data that
23 will be rolled out. One of the projects I'm working on
24 is in collaboration with the Urban Institute. So we're
25 really hoping to work with other organizations to help



1 understand the data quality that will be released during
2 2021. That's all I have.

3 COMMISSIONER AHMAD: Thank you so much, Amy. We
4 really appreciate that overview.

5 If I can ask my fellow commissioners to please hold
6 your questions and keeping making notes of them, so that
7 we give our other speakers a chance to go through their
8 presentation. And then, we can tackle questions all at
9 one time.

10 So next, I will hand the floor over to the U.S.
11 Digital Response. And I'll hand it over to you, Robin,
12 to introduce yourself and your team.

13 MS. CARNAHAN: Terrific. Well, thanks very much. I
14 appreciate the chance to be with you all today. We had a
15 chance to speak with a couple of commissioners, Katrina
16 (ph.) and Isra, a couple of weeks ago. So I appreciate
17 being with the fuller board.

18 I want to introduce myself real quick. And I'll
19 quickly do a brief bio for my colleagues as well. My
20 name's Robin Carnahan. I'm with a team called the U.S.
21 Digital Response. My day job is also at Georgetown
22 University, interestingly, at a place called the Beeck
23 Center, that does technology for government. I will give
24 a true confession. I don't know how many folks on the
25 phone are like me, as not a technologist. Like, raise



1 your hand if you're not a technologist? Like, you do not
2 identify as a technologist. Okay. Well, I don't
3 identify as a technologist.

4 But I know that you can't do government anymore,
5 unless you can make, as I say, the damn websites work,
6 right? You can't deliver government services now, if the
7 websites don't work that are the human interface. That's
8 particularly true in the time of COVID and the pandemic.
9 I'm sure in past years, you all in the redistricting
10 commissions would have public meetings and lots of people
11 would come and give their input. And now, the challenge
12 is going to be how to have that same kind of interaction
13 with the public in a way that keeps everybody safe. So I
14 guess I first just want to say thank you for your
15 service. I come from a government background. I served
16 as Secretary of State in my home state of Missouri for
17 eight years. Have been in the federal government doing
18 technology work and continue to have that as, sort of, a
19 passion project. And that's how I got connected with you
20 as Digital Response.

21 And U.S. -- but before I go there, I want to talk
22 about my colleagues. Alex is going to speak for a few
23 minutes. He is an all-in technologist, lead engineering
24 teams at big companies you would've heard of, like,
25 Dropbox and others. And so, like, he's the guy I turn to



1 all the time to say, hey, this is my crazy idea. How
2 could you make that work? Waldo, who's going to speak as
3 well for a few minutes, is in the same camp. He is a
4 technologist who's also worked a bunch in government, and
5 has worked on, believe it or not, redistricting tools in
6 home state in Virginia. So he'll be talking about a
7 little bit of that later.

8 So what is U.S. Digital Response? So it is a group
9 of technologists that all got together right as COVID
10 started happening and everybody was stuck inside and
11 wanted to know what they could do to be of service to
12 their country. And so a few people put out a call and
13 said, hey, who's in to help state and local governments
14 that are going to be responding to the pandemic? And a
15 few hundred people raised their hands. And then, before
16 long, it got to be 6,000 people. And so there is now
17 this incredible stable of technology talent that really
18 runs the gamut from engineering and data scientists to
19 design people, folks how know logistics and supply chain
20 work and content people. It's really, I will say, the
21 tech team that I wished I had had access to when I was in
22 government for a couple of reasons. One, super smart,
23 completely committed to the mission, fast, free, which
24 never happens in government. And the other thing that
25 never happens in government is to have advise that's



1 nonconflicted, which means not trying to sell you
2 anything to make money.

3 Let's go on, Alex. You're controlling my slides.

4 The work that we've done so far has been really
5 across the country. We've worked on, you know, hundreds
6 of projects with state, local, and city, county
7 governments, and some NGOs. You see this map in the
8 middle is the states that we've worked in. And we have
9 volunteers from all over the country, including, you'll
10 see more in California than any place else, which is good
11 news for you all. The responses that -- the work that we
12 have done --

13 Alex, let's go to the next slide.

14 That we've done so far has really run the gamut. It
15 was originally very focused on the immediate crisis
16 response, lots of COVID websites, lots of data
17 integration, and mapping, and setting up testing sites,
18 and scheduling for tests, contact tracing, food delivery,
19 moving government services online, all of those things
20 that you know government had to do really quickly as soon
21 as the pandemic hit. As the months have gone by, that --
22 the work has changed a little bit. And more and more,
23 we're dealing with secondary impacts of the pandemic,
24 things like access to public benefits, how do you get UI
25 benefits to the people who need them, small business

1 assistance and getting that out to the right people. And
2 in recent months, we've done an awful lot around
3 elections and how to optimize and help election officials
4 run good elections to keep people safe in the middle of
5 the pandemic.

6 Alex, can you talk a little bit about how we engage
7 with folks?

8 MR. ALLAIN: Yep. Just got to find the unmute
9 button when I'm sharing my screen.

10 All right. So I want to give a little bit of just
11 how USDR, kind of, works with partners. So we have a
12 couple different ways that we can support governments who
13 we're working with. First of all, we have a lot of
14 volunteers, you know Robin had mentioned. We got about
15 6,000 folks who've raised their hands. These are all
16 really experienced, not all, but a lot of them are really
17 experienced folks. Those are the people we put on
18 projects. So we can just help by bringing in new folks
19 to help with staffing, if a team is underwater.

20 The fact that those folks also have a lot of
21 experience means that we're also in a good position to
22 give advice and recommendations. We don't have any
23 agenda other than being here to help, so we're
24 nonconflicted and we can make recommendations both on the
25 technology side itself, so thinking about trade-offs or



1 options, but also because we have a number of folks who
2 have experience in government, we also can help with
3 things like procurement, which is a really important part
4 of government technology.

5 From a -- in terms of the kinds of things we do, you
6 know, we like to help by building platforms that people
7 can, in many cases, reuse. We are big fans of open
8 source software, so we can either help find good open
9 source software, which is relevant in this context in
10 particular, but also, we like to build in the open. So
11 we have our own US Digital Response GitHub with all of
12 the projects that we've worked on that were kind of from
13 scratch software.

14 But the other approach that we take is we know that
15 there's a lot of software out there that is already
16 built. And so rather than trying to reinvent things that
17 are already done, we like to go and find the best tools
18 that are out there and reuse them. So what -- we have a
19 lot of experience working with a number of low-code or
20 no-code kind of tools that you can get quite far without
21 even needing to write a single line of code, in many
22 cases. And so as an organization, we've built up a bunch
23 of this expertise, and we can help recommend the right
24 kinds of tools that might be able to solve a problem
25 with, you know, a tenth or even a hundredth of the



1 effort, if you were to do it from scratch sometimes.

2 MS. CARNAHAN: Which, by the way, has all kinds of
3 value in both being lower risk, but also lower cost and
4 quicker to deploy.

5 MR. ALLAIN: And also easier to maintain as well,
6 because you've got a lot of the infrastructure behind the
7 tool supports a lot of the failure modes that you'd
8 otherwise need to think about if you were doing it from
9 scratch, which is great when you don't have your own
10 tech, you know, a rich pool of tech talent to draw from
11 day-to-day.

12 I want to talk just a little bit about kind of our
13 overall approach as well, in terms of how we try to
14 tackle problems with our partners.

15 So you know, we aim to move quickly. We tend to
16 think ourselves as, you know, in crisis response, you
17 need to deliver value in days, maybe in weeks, not months
18 or years. So we try to quickly demonstrate what's
19 possible; that's part of the reason for my background
20 here, demos not memos, and we find that that helps us
21 move more quickly.

22 We also, despite trying to move quickly in a crisis,
23 we do want to design with the long-term in mind. You
24 know, our goal is never to do work that makes us look
25 good and it solves a problem in the short-term, but when



1 we step away, it just falls apart, right? So we always
2 want to design something that's going to be sustainable
3 and in partnership. So if that means using a particular
4 technology or taking a particular approach, that maybe
5 from a pure technical perspective, you might not choose
6 it, but when you kind of look at the whole situation, you
7 say this is actually the right thing because that's what
8 we're best able to do today. That, you know, we want to
9 look at all of the factors and know, what is your team
10 able to kind of keep going.

11 And as part of that, we also want to remember who
12 the end user is, so that we're designing solutions and
13 approaches that really factor in what they need, so that
14 again, we're building something that when it comes down
15 to actually being applied, will solve the actual problem
16 in a sustainable way.

17 And as part of that, we also look at ourselves as
18 trying to -- we're not trying to replace; we're trying to
19 supplement and help tech talent in-house, and act as a
20 capacity builder so that, you know, when we work with
21 folks, we like to treat it as a partnership, and if we
22 know things that our partners don't, we try to educate so
23 that you all are able to carry it forward on your own,
24 rather than having to rely on us to do that.

25 And of course, as Robin and I mentioned in the



1 earlier slide, we like to leverage existing tools as much
2 as possible. There's no use reinventing the wheel,
3 especially in, you know, with tight deadlines, as I know
4 you have here.

5 So a couple of just commitments we have, right? We
6 want to understand where you're at; what is your
7 capacity; what are your requirements; what systems do you
8 have? Those are really important factors in any decision
9 because they really determine what is or isn't possible
10 or reasonable.

11 We like to treat it as a partnership, right? We're
12 not here to go do the work and then come back and say oh,
13 we're done; it must be perfect, you know. That's just a
14 recipe for failure. We always think of these things as
15 very iterative and collaborative processes to -- again,
16 demos not memos. Build something, get feedback on it,
17 get it right, refine, and then help set up for long-term
18 sustainability.

19 That said, we do -- one of the things we do think we
20 can bring is a modern technology perspective, right?
21 Because a lot of our volunteers have a great deal of
22 experience, you know, and we've done a number of projects
23 across a wide range of technologies. We have a pretty
24 good sense of what's out there that can be the most
25 convenient ways of doing these things that are often



1 relatively new and recent, but where we have confidence
2 they'll also be sustainable and enduring, rather than,
3 you know, the new, exciting technology that -- we're not
4 excited about exciting technology, actually, only useful
5 technology.

6 And then ultimately, you know, we want to leave you
7 in a better position than we found you.

8 So I wanted to just -- we wanted to share a couple
9 of examples of some of the work we've done in specific
10 places, just as illustrations. We're going to talk about
11 three different areas. One is kind of in the health
12 space; one is in kind of the election space; and then
13 finally, in unemployment insurance.

14 So on public health, we have actually a whole kind
15 of program we've spun up called your Health Data
16 Initiative. Within that, we've worked on a number of
17 projects.

18 Two exemplars here, one is the city of Seattle. We
19 worked with them a couple months back. They wanted to
20 set up free testing for all of the residents of Seattle,
21 and they just weren't quite sure how to do it in a way
22 that wouldn't have people in these really long lines,
23 getting tested for COVID. You don't really want a long
24 line of people who might be sick, right, but they -- so
25 they wanted to be able to schedule folks.



1 So they reached out to us and said hey, how do we do
2 this? Do we need to build some software? What are the
3 considerations here? What do we even need to think about
4 when we're building this software; we're not quite sure
5 where to start.

6 And we said okay, give us a few days; we're going to
7 do some research for you. And we talked through the
8 problem with them and got a little bit of the shape of
9 it. And we ultimately decided, you know, we're not going
10 to build anything from scratch. We're going to evaluate
11 different options, and we found some good choices, and
12 helped them select an off the shelf vendor for basically
13 scheduling that solved 90 percent of their requirements.
14 It turned out there's nobody was 100 percent, so you have
15 to make some trade-offs, but we were able to help them.
16 And actually, from that first call, it took about three
17 weeks before they actually had the testing sites around
18 the city. They've done well over 100,000 tests for free
19 for their residents now, which we're really excited
20 about.

21 We've also done a number of data aggregation and
22 visualization projects in the public health space. You
23 may recall early in COVID, and I think we're starting to
24 see this again unfortunately, hospital availability. You
25 know, how many beds are there; how many ventilators are



1 there, and where?

2 And so we worked with the state of Pennsylvania to
3 put together a hospital preparedness map that showed
4 county by county, you know, kind of what the -- where the
5 hot spots were, where there was excess capacity, so
6 people really understand, you know, situationally what's
7 going on.

8 And we also worked with -- on PPE equipment, another
9 major issue, especially at the beginning of the crisis.
10 New York City was trying to understand, we've got all
11 these places we can get PPE from; we have all these
12 leads. How do we figure out where -- which of these
13 options to choose and which of these places to send the
14 PPE, based on what we have?

15 And so this is a project where we worked with them.
16 They had tons of data coming from a bunch of different
17 sources; it's very messy. So we helped them understand
18 how to get the data into a reasonable format they could
19 work with. But most importantly, actually again, demos
20 not memos, putting together some examples of how we could
21 visualize the data, not just to make it look good, but
22 actually so they could make clear decisions based on it.

23 And so as we worked with them, it became more and
24 more clear, you know, what decisions they needed to make
25 based on this data. And so we were able to optimize the



1 dashboards that we built for them, in a way that would
2 allow them to use those dashboards effectively to make
3 choices about how to source their PPE, how to distribute
4 it, and things like that.

5 So that's kind of our public health work. I'm going
6 to hand it back off to Robin, who is our expert on the
7 next few topics.

8 MS. CARNAHAN: Sorry about that, unmute. Just to
9 touch really quickly on a couple of other areas that
10 we've done a lot of work in.

11 As Alex said, elections, we've done over 60 election
12 related projects in the past few months that really run
13 the gamut from how people can request vote by mail
14 ballots and get those things tracked, how to manage poll
15 workers, that was a big deal for this election because it
16 was different, and new people from the past. How to
17 streamline operations, basically there were two elections
18 having to go simultaneously, right; one, the traditional
19 in-person election in most states, and then also a vote
20 by mail election, to give voters options to stay safe,
21 and then doing a lot around making the websites better,
22 so that voters could get the information. I always
23 reminded people, no one wakes up in the morning and says
24 I want to call the government today. Like, if there is a
25 way they can get information by not having to call the

1 government, they're going to do that first. And so if
2 you make those websites work well, you can help this --
3 help the public, and also help your own staff. So did a
4 lot of that work. Let's go to the next slide.

5 We did an awful lot about unemployment insurance and
6 other public benefits. You maybe have read in the papers
7 in your state, as elsewhere, there has been a lot of
8 trouble, you know, hassle, getting the money that the
9 congress allocated to go to folks who lost their jobs
10 during the pandemic, and getting it to them. And why is
11 that? It's because of these old, inflexible, don't work
12 technology systems.

13 So you know, we saw they passed a bail-out bill for
14 \$2 trillion in record time with bipartisan support, but
15 people still didn't get their money. Why, because the
16 damn websites didn't work, these old computer systems.

17 So we worked a lot to help them. Some states had
18 increases of 5,000 percent overnight, in terms of claims,
19 so their websites crashed. And so we helped them
20 optimize for dealing with this greater volume, as well as
21 help them figure out how to deal with all the fraudulent
22 claims that also hit them. So that kind of digging into
23 both the immediate need of how do you get the websites
24 back online and make sure they're working, to then, how
25 do we actually get as many of the humans out of the



1 process as possible, because what happened in many of
2 these cases was the backlogs were created and caused a
3 human to have to call another human on the phone and walk
4 through a lot of things, and that created just months'
5 worth of backlogs and delays in people getting benefits
6 they needed.

7 So that's just a couple of examples of some of the
8 things that we've done. I will say just generally,
9 before handing it off to Waldo to talk about
10 redistricting specifically, that I know that sometimes in
11 government, you feel like you're in this situation of
12 everything is very unique and you're a snowflake, and
13 it's not like anything else.

14 It turns out that there are an awful lot of states
15 that are going through the same thing you're going
16 through, whether it's on unemployment insurance, or
17 elections, or redistricting. We know that every state in
18 the country is going to be going through redistricting
19 this next year. Your situation's obviously going to be
20 somewhat unique to your state, but many of the things are
21 going to be very similar. Other states are going to be
22 trying to figure out how to deal with public comments on
23 maps in the middle of a pandemic, and integrating those
24 things.

25 So I would just encourage you to think about this



1 situation as one where California really has an
2 opportunity to lead the country in building some tools
3 that can be reused elsewhere. You've got a ton of tech
4 talent in your state. You've got a lot of smart people
5 on this call and this Commission, with the mandate from
6 your governor and your legislature to get this done in a
7 way that's very inclusive. And so there's a lot that we
8 can learn around the country from California.

9 So I would encourage you to take on that mantle.
10 And as you think about what you're doing, think about how
11 other states might be able to use it. And also know that
12 you don't have to reinvent the wheel or are in this on
13 your -- only on your own. There are lots of folks who
14 are ready to stand up and help and support, and folks
15 like USDR have access to a lot of that talent that's
16 ready to help.

17 So Waldo, you want to talk a little bit about what
18 you know about redistricting?

19 MR. JAQUITH: I'm going to zip real quick through
20 recommendations to help keep you all on time, and because
21 a bunch of this is already written down in slides you can
22 see. So I'm just going to go real quick through number
23 1, just some quick recommendations.

24 The first is like, what you're all doing, like, this
25 has been done. It was done a decade ago. People have

1 developed and advanced this software, this work since.

2 You really want to start by seeing what other people are
3 doing, and not start from scratch.

4 Second, I want you to collaborate with other states.
5 We got fifty states that are all in the same place. They
6 all need the same thing at the same time. Don't do it
7 fifty times over. It'll save everybody a lot of trouble
8 and it'll make you all look real good.

9 Third, use open source software. This is the idea
10 of software that is made available for free. That's what
11 drives the internet; that's what Lytics is, like, the --
12 we have a world increasingly based on open source
13 software, including a whole lot of weave and powers my
14 iPhone and everything that powers your android phone.

15 You want to, if you're paying for software to be
16 developed, or if you're going to use software, you
17 really, whenever possible, want to use open source
18 software.

19 Procurement. Don't let your eyes glaze over on the
20 subject of procurement. It's really important that you
21 take an active role in California getting this right.

22 So for software development, I just want you to
23 think in these terms. When you need software for this
24 stuff, you're not buying a thing. You're not buying a
25 product. You're buying a service, the service of a



1 vendor team building software at your direction. And
2 this makes the procurement process extremely simple. You
3 want a small contract, paid on a time materials basis.

4 I give you these details, even though none of you
5 all are the ones awarding the contract, because if you
6 let the State handle contracting in their traditional
7 way, it ain't going to go well. You want it to work like
8 this; it's documented works in a federal level;
9 California used it before. Otherwise, your project --
10 your work may fail on the basis of procurement.

11 Second to last, collect the right data in the right
12 way. Really, we just want to say when you are collecting
13 data for this, you want to be real careful of what you're
14 getting and how you're getting it. The prior speaker
15 addressed this; I won't -- don't want to go into any more
16 deeply than necessary. Let me just say that it's
17 something that you have to approach really cautiously and
18 make sure that you get an expert with experience in how
19 to do this.

20 And the final thing that I want to hit on here is
21 there's existing open source software specifically that I
22 want to point to in the space of public involvement in
23 redistricting. This is just off the top of my head.
24 Three projects, you'll find links in the slides to go to
25 each of these; there's surely more, and that's, to go



1 back to the first point, it's important to start with a
2 landscape survey to find out what's out there.

3 I want to just wrap up by saying you're welcome to
4 contact any of us or all of us to discuss how we can work
5 with you. US Digital Response, there's no strings
6 attached, there's no catch. We have nothing to sell;
7 we're just here to help. So please let us know if we can
8 be useful in any way. Thanks so much for having us talk
9 with you today.

10 COMMISSIONER TURNER: Beautiful. Thank you. Thank
11 you so much, Amy, Robin, Alex, Waldo. We appreciate the
12 presentation and the time that you've taken with us as
13 Commissioners today.

14 And at this point, if you have some more time to
15 spend with us, I'm going to open up the floor to the
16 Commissioners, just for questions that you may have as a
17 result of the presentations today.

18 Commissioner Akutagawa?

19 COMMISSIONER AKUTAGAWA: I just want to -- I'm just
20 going to be blunt about this. I just want to make sure
21 I'm understanding this correctly. So is your service
22 essentially free?

23 MR. JAQUITH: Yep, there's no catch.

24 COMMISSIONER AKUTAGAWA: Okay. I just wanted to
25 make sure I heard that correctly, so.



1 MS. CARNAHAN: No, it is free. Not essentially, it
2 is.

3 COMMISSIONER AKUTAGAWA: It is, okay. I just had to
4 put that caveat in there in case I heard wrong, but okay.

5 MS. CARNAHAN: Like, no one ever offered me anything
6 free in government. Sometimes it's hard for government
7 to take free, and so we have, like, you know, MOUs that
8 we can sign and all that kind of stuff if it's needed.

9 But yeah, it turns out that there are lots of folks
10 who are patriotic, and want to be of service to their
11 community who are technologists. And they just haven't
12 always had a good venue to do that, and we've managed to
13 harness a lot of that, so it's pretty incredible.

14 COMMISSIONER AKUTAGAWA: Super awesome. Thank you.

15 COMMISSIONER TURNER: Thank you. Commissioner
16 Fornaciari, and then Le Mons.

17 COMMISSIONER FORNACIARI: Yeah, thanks to all of you
18 for this presentation and for your service. I mean, this
19 is just incredible, outstanding. I got a bunch of
20 questions, but I'm going to throw this one to Amy to
21 start with, but you know, whoever -- anyone can chime in.

22 You touched on one of the questions that I have, and
23 so I would just ask you, I mean, I imaging Commissioner
24 Ahmad, Commissioner Turner described all the different
25 types of data we're going to be getting in. And you



1 said, you know, assess data quality. So if you were
2 getting this data, how would you assess the data quality,
3 and then you know, I believe you also touched on this
4 idea that it would be good to have these conversations up
5 front about what we're going to keep and what we're going
6 to throw out, so when we're in the heat of battle, we're
7 not having that discussion. So if you could touch on
8 that for us, that'd be great.

9 MS. O'HARE: Sure. In my experience at census, I
10 think that the public comment period that we got the
11 absolute largest number of responses to was where you
12 would enumerate prisoners. And it was, like, tens of
13 thousands of responses that came in, and more than 85
14 percent of them were identical. Not that there was fraud
15 going on, but they were just a form letter that was
16 blasted out across a community, and those were easy to
17 tag, right? They all looked exactly alike; they came in
18 online.

19 But knowing in advance whenever -- especially with
20 the technology in the state that it's in, if you did have
21 something that it seemed like there was a bot just
22 sending in responses, and this was something that the
23 Census Bureau was worried about for the 2020. For the
24 first time you could do online responses. They were
25 worried that you were going to get these, like, boatloads

1 of fraudulent bot responses.

2 Know what a complete response looks like, and for
3 what you're looking at, know what validation criteria --
4 sometimes it could just be, you know, public comment
5 about what you should consider, but if it was actually
6 somebody using the great tools that Waldo was just
7 showing, and they say this is what it looks like, that it
8 has, like, far, it's so far off from anything that would
9 be realistic, are you going to tag that as thank you for
10 the public comment, but it's not going to really feed
11 into an in-depth consideration in that district.

12 So I think that looking at what other states are
13 doing and whether they -- it's one thing if you're just
14 enumerating how many responses we got in the door. But
15 then, how many of them we need to actually -- can group
16 together and consider, that is something that as you're
17 designing what your comment text is going to look like,
18 making sure that if there's an online form, it aligns
19 with whatever you're going to be coding from handwritten
20 responses, or even any telephone banks that you're going
21 to have set up.

22 I'm not sure if you're going to do that, but as an
23 example, the people at Census that are capturing
24 information by phone had the same form in front of them
25 that was online, and that was sent out in paper. That

1 way, you have this concordance across the different data
2 types that are coming in, and it will hopefully make your
3 job easier as you're doing that capture.

4 I say this again and again. I work across a lot of
5 the human services in the justice space. If you can fix
6 the data capture -- the data when you're capturing it,
7 you solve a lot of headaches further down the pike, so.

8 And there are folks that, as Waldo also pointed out,
9 there are people that do this. I'm most familiar with
10 the survey methodology crowd. They're good
11 organizations, like the American Association of Public
12 Opinion Research. These are people that all they do is
13 design surveys all day long. They design information
14 capture.

15 So using the organizations where they already exist,
16 and then tuning them to your problem is great.

17 COMMISSIONER TURNER: Commissioner Fornaciari, you
18 said you had a few questions; you want to wait for a next
19 round? Okay.

20 Commissioner Le Mons?

21 VICE CHAIR LE MONS: First, thank you all for being
22 here. This was a very exciting presentation. Personally
23 I found it very exciting.

24 I guess I don't have a question, as much as I have
25 an invitation. And that -- I guess we'll have to figure



1 out how we get there, but I think that where we are in
2 our process right now, particularly as it relates to our
3 outreach, I think that it will be important to get some
4 consultation, both from Amy's lens, as well as from the
5 other groups' lens as well, about how we might structure.

6 I'm particularly impressed with the fact that a lot
7 of your recent responses have been about moving to this
8 COVID environment and helping governments respond in that
9 context, because we've been talking about for several
10 months -- I think early on, we weren't really sure where
11 we were going to be. I think we all had hoped that COVID
12 would blow over by the time we really had to hit the
13 ground in early 2021, and that looks less and less like a
14 reality.

15 So I think in terms of a lot of what we know from
16 before was built from a very different world, in terms of
17 how it was executed, and while me and my colleagues all
18 have a desire to be innovated, et cetera, et cetera, I
19 think we do have to walk a very careful line between
20 being so innovative that we're building from the ground
21 up, rather than maximizing what's out there. And so I
22 would love also some consultation in that space, so that
23 we can combine the goals and efforts of what we've
24 created so far with our outreach mechanisms, with what
25 might be the best courses of action from a technology and

1 low-tech point of view, to get us to our ultimate goal.

2 So that's what I'm hoping can come post-this. I
3 don't expect us to solve that in this conversation, but
4 it's -- that's the invitation that I would like to put
5 out there.

6 MS. CARNAHAN: We're happy to support you in any way
7 we can. I couldn't agree more with your statement that,
8 you know, this isn't about the tech, and I would just
9 really encourage everybody to not sort of fall down that
10 rabbit hole of thinking that technology is going to solve
11 everything. The technology is a tool; it's up to you all
12 to figure out what's important to get from the public and
13 how to use that information most wisely to get the result
14 that is going to be satisfactory for the public. So tech
15 doesn't do that for you. And understanding what you want
16 to achieve is the first thing, and then there are lots of
17 super smart people that can help you use the technology
18 you need to get there.

19 COMMISSIONER TURNER: Thank you. Any other comments
20 or questions? Yes, Commissioner Kennedy -- Chair
21 Kennedy?

22 CHAIR KENNEDY: Just, you know, thinking ahead, are
23 there tools out there that would take a stack of 1,000
24 maps of missions in GIS format and give us some sort of
25 report or readout on how those maps differ, where they



1 most coincide, where they most differ, and those sorts of
2 things?

3 COMMISSIONER TURNER: I see you, Waldo. You want to
4 answer it. I know you do.

5 MR. JAQUITH: So I can't say yes, use this tool to
6 do this. I'll just say that what you're describing is
7 really commonplace as a straightforward geographic task
8 to complete. There must be literally dozens of programs
9 that can accomplish that. Yes, that is very achievable.

10 COMMISSIONER TURNER: The question that I'd like to
11 follow up with that, and I see you, Commissioner
12 Akutagawa, one of the pieces that we struggled with in
13 all of the interviews that we were having is this notion
14 of having data capture that is pure or structured, and
15 this Commission has expressed a desire to take data in in
16 various formats. And so even in a response that there's
17 dozens out there; is that the piece that complicates it,
18 the fact that we're wanting structured and nonstructured
19 information?

20 MR. JAQUITH: Amy, that's you.

21 MS. O'HARE: I don't think that that's overly
22 complicated. I do think that if you're willing to say
23 open the gates, we'll take anything that comes in, you
24 are likely to get a collage, like I used in my example.
25 And if that is -- like I said, if you're going to be

1 counting, we had N submissions, if that's the sort of
2 metric that matters.

3 But if you really want to figure out, we want to get
4 this information in, we want to code it for what the
5 comment was aiming at, having a sense of what you're
6 going to be asking for is going to be really critical.

7 That said, if you do, I view the 2020 census as
8 having that anything goes, because you didn't have to
9 have your ID in order to submit a census response. So
10 they did have this entire category of non-ID responses
11 that they had to figure out what to do with; were they
12 legit; were they illegitimate?

13 It's fine to have structured with unstructured, you
14 just have to have the plan at the beginning for how
15 you're going to triage all of this and handle all of that
16 workload as it's coming in.

17 And especially keep an eye on the unstructured
18 stuff, that if you start getting real weird looking
19 things, know if you can kind of stem that flow or refine
20 what's out there.

21 My experience in government, once you put the
22 announcement out there for what you're going to accept,
23 you kind of have to live with whatever that language was,
24 so.

25 COMMISSIONER TURNER: Commissioner Ahmad and I, in



1 all the conversations, and this is just basically to my
2 Commissioners, before I move to you, Commissioner
3 Akutagawa. We felt that we represented what our desires
4 was in that it was an open wide gate, as far as to ensure
5 fairness, to ensure equity.

6 We also, and I'm not sure if we mentioned it with
7 all of you on the call, but our intent was also to share
8 the fact that -- I think so -- that we are cautious, in
9 that we only want comments from California. And we've
10 also had conversation that says a lot of the information
11 is voluntary, right? So they can add the information, or
12 they don't have to put information, which also presents
13 an issue.

14 So I just wanted to say that with all the Commissioners
15 online, since we're now in open forum, so that you all
16 can comment to the degree of difficulty of that. So what
17 we're looking for is a structured, unstructured, several
18 formats. Yes. The collage of verbal. We want it
19 secure. We want to allow people to submit. We want to
20 make sure they only come from California. But we're not
21 going to necessarily require that they give us their
22 email, their address. It's all going to be voluntary if
23 they give that information or not. And we want it in
24 several languages.

25 MS. CARNAHAN: So I would just -- my only comment to



1 that is like, you want a lot of stuff. And it seems to
2 me, and again, I'm not the technologists, so it's easy
3 for me to say this. I think you could -- you need to
4 optimize for like the biggest chunks, right? And so if
5 you can do something that solves for eighty or ninety of
6 what you're expecting to get, and then you just have the
7 edge cases to deal with. Like that's smarter than trying
8 to anticipate all the edge cases in the very beginning.
9 Right?

10 MS. O'HARE: I just thought of a comment to make on
11 what you might want to say as a validation criteria.
12 When I was at census, we had an obscenity filter. And so
13 I don't know if your submissions are going to be public
14 facing, but if somebody submits something that was filled
15 with obscenity, like this often happened with first name,
16 last name. And if there was going to be any sort of
17 violent content, if there was something that was going to
18 be public facing, that might be a pretty straightforward
19 criteria to start to set.

20 MR. JAQUITH: A word of caution. Often the people
21 who establish those obscenity filters are only thinking
22 of basically white people of European ancestry in the
23 U.S. and their concept as to words that should never be
24 appear in somebody's name, routinely appear in people's
25 names from all around the world. So it's in fact, a

1 difficult challenge. I mean, there's millions of people
2 with last name Butt. I've known several Lipschitz as a
3 last name. Schitt's Creek, a very popular TV series
4 based on an actual last name. You can't go filtering
5 those things out. So be careful. Representation, as you
6 all clearly know, as an organization, is really important
7 here.

8 I also want to mention that something is going to
9 happen is you're going to put in an RFP. We need these
10 many, many requirements. Many of which will be, I
11 suspect, potentially unique to California, because you
12 all are particularly interested in representation and all
13 of the technical infrastructure that is necessary for
14 that. And you're going to see vendors say, what a
15 coincidence. Our software does exactly that. They're
16 lying. They're lying to you and they're paid well to lie
17 to you. Be really critical. You want to see functioning
18 software that actually does the thing that they say that
19 it does. You want to talk to existing customers who can
20 verify it does that. Just because they'll sign a
21 contract that says it does it, no problem. Because
22 you're not going to cancel a \$20 million contract or
23 whatever, because it's too much work to re award. So
24 just be wicked suspicious whenever you provide
25 requirements say around an obscenity filter that is



1 sensitive to names, that in fact, you're getting what
2 you're paying for because you're probably not.

3 COMMISSIONER TURNER: Commissioner Akutagawa?

4 COMMISSIONER AKUTAGAWA: Yes. I guess in some ways
5 my question has been answered to a degree, perhaps. Let
6 me just put it out there anyways. I do appreciate
7 everything that everybody is saying. It's super helpful.
8 I think I'm having a little bit of an anxiety moment
9 right here, because I'm also thinking about like, well,
10 what about all the other stuff that we haven't thought
11 about that we're not talking about here? And -- I mean,
12 I'll just give an example. Amy brought up the idea of,
13 you know, just us knowing what data we're going to
14 reject. I really like the idea of like, you touch data
15 once. Because it just seems really inefficient to keep
16 going back to the same data and just kind of reworking
17 it. And it just means that we didn't design it properly.
18 But at the same time, there's fourteen of us. Some who
19 maybe -- who may have this kind of understanding, but all
20 of us also need to have it. And I know that I have a
21 certain slice that I may ask about, but I don't know if
22 we'll be able to ask all the questions.

23 And I -- so I think maybe what I'm kind of asking
24 for is maybe like a set of training wheels, maybe. To
25 put it that way is, what kind of -- are there other

1 questions? Like -- and maybe this is something that
2 would be done with the subcommittee once they decide what
3 route, you know, they're going to recommend that we all
4 go through. But I'm just kind of thinking about what are
5 these questions that we should be asking and therefore
6 discussing and grappling with, besides some of the
7 obvious ones that we're asking here, so that we can set
8 things up properly at the very beginning, so that as best
9 as we can, we touch the data once.

10 MR. JAQUITH: Commissioner Akutagawa, I would like
11 to just make an attempt to answer that any way. It is
12 actually wonderful that you're feeling anxious about
13 this, because you should be. And historically, people in
14 government, people -- I mean, I spent years as a fan, and
15 was an employee in the State of Virginia before that, get
16 really comfortable with what should be a terrifying
17 process. And what they're comfortable with is the idea
18 that you define upfront all your requirements. We need a
19 system that does these 500 pages worth of things. You
20 can't. You don't know. You don't have any idea up front
21 what those things are going to be. And to attempt to do
22 that is folly.

23 So all of these big government projects, like you're
24 going to be doing here, thirteen percent succeed.
25 Because they do that. They take that approach. What the

1 private sector does, and what a lot of what Robin and I
2 work has been around for years, is getting government to
3 do the work the way the private sector works. And that's
4 with what's known as Agile software development. And
5 that's the idea that upfront you only know the goals that
6 you want to accomplish, which you can probably describe
7 in a paragraph. And you're selecting the vendor who's
8 going to do this work, not because they've already built
9 the software, but because they've experienced doing
10 something kind of like this. And you're getting their
11 work, not just to build software, to bring in user
12 researchers. People who will sit down with you all, and
13 the people who expect to use the system and find out what
14 their needs are. And with this approach to software
15 development, two weeks after that contract started, they
16 give you software. It is super crude, but it is
17 documented, and it works. And two weeks after that it
18 gets better, and it keeps getting better every two weeks
19 based on interviewing users and finding out what their
20 needs are.

21 And so upfront, your requirements are just, well,
22 the agency that's hosting this says it has to be in
23 Microsoft du jour, and it needs to be in the C#
24 programing language. Cool, whatever. You have just a
25 few requirements like that.



1 But all the rest of this stuff about obscenity
2 filters or whatever, if you try to put that upfront in
3 the RFP, you will lose. You will be out bid, out
4 competed, every time by vendors who will play you and who
5 will win that. And this approach is the normal approach
6 in government, and it doesn't work.

7 So I'm glad you're feeling anxious about this. You
8 should be. And the solution to this is not pretending
9 that you didn't do everything upfront and having an RFP
10 and a contract that is structured around that. I would
11 be happy to volunteer some of my time to help you get
12 that RFP right. It might be pretty alarming to the state
13 contracting officer working on this who will never have
14 worked, probably, in this way. But it's the difference
15 between success and failure.

16 MS. CARNAHAN: And by the way, we've worked pretty
17 closely with Mike Wilkening, and some of the folks in the
18 Digital Innovation Office in California. And Amy Tong,
19 who's the CIO. And so we're familiar with a lot of the
20 players in California, and they with us.

21 COMMISSIONER TURNER: Let's see. So we had 3
22 o'clock, I think. But we're going to go. Commissioner
23 Fernandez?

24 COMMISSIONER FERNANDEZ: Actually, Waldo kind of
25 answered my question. And I love your energy Waldo,



1 thank you.

2 In terms of reviewing the RFP, and then also like
3 the second step to that, like you said, we don't know
4 what we don't know. And in terms of testing some sort of
5 system or -- for the functionality, I mean, is that
6 something you would also volunteer to do and to walk that
7 with us? Because, again, we're not the technologists.

8 MR. JAQUITH: No, because I shouldn't. Because
9 state employees need to do that. The standard approach
10 that happens in contracting is government hires one
11 vendor to build the software, and then they hire another
12 vendor to make sure the software has been built right.
13 But the way that other vendor works, notice independent
14 verification of validation, is no good, and they're not
15 really making sure that it's built right. But that
16 ultimately, that responsibility has to live within
17 government. Because I don't even live in California.
18 What do I care if it's done right? You know, like, you
19 need somebody who will have to live with the effects of
20 this. Just like when my wife and I were having this
21 house built, every afternoon after work, we walked
22 through the house, said, whoa, whoa, whoa. Why are you
23 putting a window there? There's not supposed to be a
24 window there. If you're actually going to have to live
25 in the house, if you can actually use the software and



1 live with the effects of it, that puts you in a position
2 that you just can't fake, otherwise.

3 MS. CARNAHAN: Yeah. I told Isra and Trina when we
4 first spoke that I would be advocating for y'all to hire
5 somebody, some technologist on your team who is going to
6 keep all of these vendors on track like that. You have
7 in-house tech talent that is going to help you with this.

8 COMMISSIONER TURNER: Commissioner Kennedy, and then
9 Commissioner Le Mons?

10 COMMISSIONER KENNEDY: I was just saying the session
11 goes into 3:15. So we're not in danger of cutting anyone
12 off at this point.

13 COMMISSIONER TURNER: Commissioner Le Mons?

14 COMMISSIONER LE MONS: I think Robin addressed it
15 with her last comment about recommending that we have
16 someone on our team that has an idea. I support that.

17 And I think also, Waldo, we have a little bit of
18 autonomy that's different as the commission than a
19 typical government department. So we don't sit as neatly
20 in the government as it sounds like it might seem. So I
21 mean, that's in our favor, of course. So this is really,
22 really helpful, I think, all in all for us.

23 MR. JAQUITH: I'd just like to mention about you not
24 fitting neatly within government, as best I can segue
25 there. Alex and I went through, and we read some of the

1 past minutes and seen the presentations and handouts that
2 people have submitted. And the schedule that y'all are
3 keeping for this work. Good Lord, what y'all are doing
4 is hard work. And to come in, in many cases, without a
5 background in the necessary government stuff, because
6 whatever, you can learn that. But to be a representative
7 committee, you can't have a bunch of people who have all
8 been in government. Wow. Like, we're just really
9 impressed that all of you all are doing this and how the
10 State manages this. And I love that you don't fit in
11 neatly in government, because I think that's what makes
12 this so great.

13 COMMISSIONER TURNER: Thank you. I this is almost
14 unheard of that I don't have commissioner hands that want
15 to go. Okay, Commissioner Yee?

16 COMMISSIONER YEE: Thank you to our presenters.
17 This is really fascinating and helpful. I have a
18 question specifically about language access. And about
19 language inputs by users. So of course, you can publish
20 a survey, whatever, whatever language you want. But
21 online, what languages do you allow people to use, fonts,
22 Romanized fonts, non-Romanized fonts. What's the state
23 of the art, and how much of this is those edge cases
24 really that we're obsessing, because people can't, you
25 know, put in Cyrillic, you know, or something? How much

1 should we worry about that? How much can we worry about
2 that?

3 MR. JAQUITH: Amy, you must have experience here
4 with that.

5 MS. O'HARE: Yeah, and I would point to my
6 colleagues that do all of the cognitive testing and then
7 do all of the form and instrument design. I can connect
8 you to some of those folks. We usually just let them
9 test. And then, like you're saying, how much of your
10 energy are you going to spend at the very tip of the
11 tail? You want to be open and fair and making sure that
12 there are multiple modes for people to submit that
13 information. I think that it's going to be, you know,
14 enormously challenging to think through how you're going
15 to have the information capture for areas that are --
16 have less online access. So you know, thinking through
17 how data collection is really going to work. Not just
18 across languages, but across modes of submission, is
19 something that there are no shortage of experts in
20 marketing folks that do it. But like I said, I'd like to
21 deal with the ones that teach it and kind of are at that
22 cutting edge.

23 MR. JAQUITH: I want to add just in a technical
24 sense that if you were to be told, oh, our system lets
25 people type in text in Roman typefaces, but not others,



1 they're incompetent. You should run away. Like,
2 realistically, anybody building a system since, I don't
3 know, 2005, maybe 2010, at the latest, should be using
4 what's known as Unicode, which is the -- like either
5 using Unicode or you're doing it wrong. And Unicode is
6 the way you can encode any character set anywhere in the
7 world on a computer if somebody has taken the time to
8 allow work on a computer somewhere in the world, can
9 accept that.

10 So maybe somebody uses a typeface for a language
11 that nobody anticipated when building the system. That's
12 okay. It should still be stored, and you just need to
13 find somebody who's capable of reading that language.
14 But in a technological sense, anybody who says that their
15 system doesn't support or doesn't allow a particular
16 language is doing something terrifically wrong.

17 MS. O'HARE: Yeah. Just layering on that, when I
18 had said before, here's the information that came in
19 captured and it is on the happy path. And then what he
20 just described, if there was something that was
21 completely unanticipated and that nobody knows how to
22 translate, it goes into a separate path. And you have a
23 technologist there that's able to triage, how are we
24 going to get someone to decode that?

25 COMMISSIONER TURNER: Thank you. Commissioner

1 Anderson?

2 COMMISSIONER ANDERSEN: Thank you very much for this
3 great presentation. It is wonderful. There are some
4 really good people out there, and who are willing to help
5 for free. So that's amazing.

6 We have a slightly different -- what our sort of
7 plan is. We actually have the -- our legislature is
8 responsible to help us collect this information. And
9 contently have and are building a particular tool for us
10 to use. Now, it -- and it is called -- it's called the
11 community of interest tool is the name of it.

12 So we've not been involved in how it's been made.
13 We've been involved in the input. They've actually been
14 asking specific questions about, you know, what do you
15 want us to ask? Do you want us to ask, you know, what --
16 how much do you want? So they've been asking us for this
17 specific, you know, these are the questions we need to be
18 addressing. Languages, that sort of stuff. We don't
19 quite know enough, since we haven't done it, to make sure
20 we're asking the right questions. And it's easy to sort
21 of categorize stuff, but not if you don't have it in the
22 first place.

23 And so we have tools being created for us to use,
24 but only a small portion of our public outreach will
25 actually use that tool. So then we have another group,



1 and we're coming with, so we need a -- we're looking for
2 someone to help us bring everything in, in whatever
3 method, form, et cetera. Get it on to GIS format,
4 because then we hire -- then we hire essentially a
5 redistricting person, a line drawer, who will take in any
6 kind of GSI, any kind of format. Bing, bing, bing, bing,
7 bing. And then help us actually draw the maps. So in
8 terms of our building our own software, see that's --
9 we're looking for the connection between those pieces.
10 So if that helps in terms of what -- now you're realizing
11 and kind of a little bit more framework with what we
12 actually are dealing with. What other advice would you
13 give us?

14 MS. CARNAHAN: So I don't understand at all what you
15 just said. I don't know what -- is community of
16 interest, like, I don't know.

17 COMMISSIONER ANDERSEN: Oh.

18 MR. JAQUITH: I's a redistricting term of art.

19 COMMISSIONER ANDERSEN: Yes, I'm sorry. They're the
20 criteria in terms of drawing maps and priorities of
21 what --

22 MS. CARNAHAN: Okay.

23 COMMISSIONER ANDERSEN: -- you know, what your
24 criteria is. Each state has it a little different.

25 MS. CARNAHAN: Yes.



1 COMMISSIONER ANDERSEN: And all states have to
2 consider the voters rights, the Voters Rights Act.

3 MS. CARNAHAN: Right.

4 COMMISSIONER ANDERSEN: And you've heard the
5 buzzwords, compacts --

6 MS. CARNAHAN: Yeah, yeah.

7 COMMISSIONER ANDERSEN: -- and things like that.
8 The one criteria that we have, it's all the same level,
9 is there's county lines, there's city lines, and there is
10 what's called communities of interest.

11 MS. CARNAHAN: Yeah, okay. Okay.

12 COMMISSIONER ANDERSEN: And what we're trying to
13 collect from all of our public is what are their
14 communities of interest?

15 MS. CARNAHAN: Gotcha. Okay. So they're not
16 building -- the legislatures not building any tool or
17 technology.

18 COMMISSIONER ANDERSEN: Well, yes, they are. Yes.

19 MS. CARNAHAN: That's the part I don't understand.

20 COMMISSIONER ANDERSEN: Okay.

21 MS. CARNAHAN: Like who is doing it.

22 MS. O'HARE: Was it a submission tool that they were
23 building?

24 COMMISSIONER ANDERSEN: Yes, that's correct.

25 MS. O'HARE: Okay.



1 COMMISSIONER ANDERSEN: And it's working with the
2 statewide database.

3 MS. CARNAHAN: The voter. And who's in charge of
4 that; is that the Secretary of State's Office?

5 COMMISSIONER ANDERSEN: No, that's the -- well, I
6 might be mistaken here. It's in the statewide database,
7 which is the --

8 MS. CARNAHAN: You mean the voter -- the voter list?

9 CHAIR KENNEDY: The Statewide database is based at
10 UC Berkeley. It's existed for quite a few years. They
11 set up and maintain all of the data structure that's
12 needed for redistricting. But I think they even provided
13 the database support when the legislature was responsible
14 for redistricting. And if not, they've at least been
15 around a good while.

16 MR. JAQUITH: Commissioner Anderson, you're muted.

17 COMMISSIONER ANDERSON : Thank you. Sorry. They
18 house all the data. This -- you know, they - cities are
19 able to grab the data from there. It's a sort of
20 independent storehouse, essentially, for all the data in
21 California. And so they have, you know, they have all
22 the census data. They have the ACS, all of the different
23 criteria.

24 And so when people are doing dissertations or
25 whatever it is, they tend to go to this source and get

1 their information. So the legislature worked with this
2 group. a few people in that group, to come up with a tool
3 to help us. Because by law, the legislature has to
4 assist us in our in our task.

5 MR. JAQUITH: I've seen cities do this on a precinct
6 level, even pre-internet, where they just had a bunch of
7 people with maps of a city and say, hey, draw your
8 neighborhood. Where do you think the boundaries of your
9 neighborhood are? And it's fascinating. But norms
10 emerge. And you, Robin, you could imagine, like, you
11 would not include Jefferson City in any district that
12 included Saint Louis. Like you can figure out with a
13 much finer scale than that, what your community of
14 interest is. But it's a great thing to crowdsource. And
15 you get 50,000 responses. You get a real good idea of
16 what those communities -- you combine them out with
17 commuting patterns that you get from census data and you
18 get some pretty good communities of interest. Yeah.

19 COMMISSIONER TURNER: And so that tool that is being
20 designed will receive shape files from that. And we're
21 going to look towards that as some of the structured
22 information that's coming in that will need to kind of
23 decide which direction we're going to go in.

24 So we are at the close of our time now. So we
25 are -- I just want to tell you how incredibly grateful we



1 are for the conversations that we had prior to today, and
2 for your coming on today. Alex, and Robin, Waldo, you
3 know, Amy, you had I think -- and you heard from the
4 commissioners how much they've enjoyed you as well. So I
5 just want to thank you, and I know that you've said that
6 we can reach out to you again. Count on it. We will.
7 We'll continue reaching out.

8 MR. JAQUITH: Wonderful.

9 COMMISSIONER TURNER: Just thank you again for your
10 time. We appreciate you.

11 MS. CARNAHAN: Well, thank you all for your service.

12 MR. JAQUITH: Thank you, folks.

13 MS. CARNAHAN: We really appreciate what you're
14 doing.

15 MS. O'HARE: Yes. Good luck.

16 COMMISSIONER TURNER: Thank you.

17 CHAIR KENNEDY: Okay. So we are on break until
18 3:31, and then we will have our guest speakers from the
19 outreach subcommittee. Thank you, everyone.

20 (Whereupon, a recess was held from 3:16 p.m.
21 until 3:31 p.m.)

22 CHAIR KENNEDY: Thank you, everyone, for joining us
23 after our afternoon break. After that excellent
24 presentation organized by the Data Manager Subcommittee,
25 and I would now like to turn things over to the outreach



1 subcommittee for their panel.

2 Commissioner Sinay and Commissioner -- where did
3 Commissioner Vasquez go? She's not with us?

4 Okay, Commissioner Sinay.

5 COMMISSIONER SINAY: Hello. Thank you so much.
6 Commissioner Kennedy, I just wanted to ask quickly, did
7 we want to ask for public comments from the last session
8 or not? We're just removing it at this time.

9 CHAIR KENNEDY: No. We'll have public comment
10 before we close this afternoon.

11 COMMISSIONER SINAY: Okay. Thank you. So a little
12 background. The outreach committee, as well as the
13 access subcommittee has really gone out and tried to find
14 hard to reach -- different hard to reach communities so
15 that we can learn from those communities how to best do
16 outreach and engage them in the work that we're doing, or
17 will be doing.

18 And some of the -- some of the sectors that have --
19 that both Commissioner Vazquez and I have been thinking
20 through that we still want to bring forward, but probably
21 in the New Year, because when you look at the calendar,
22 we have this meeting and one other meeting in this year,
23 was in the incarcerated population. Since that will be a
24 new population for us to look at in a different way than
25 in the past. Rural outreach has keeps coming up. How do

1 we reach those folks in the furthest northern part of the
2 state? But as well as in the Central Valley, and on the
3 on the eastern part of our state is also rural. So
4 there's a lot of rural areas in our state that we need to
5 understand how to reach.

6 And finally, economic interests. Kind of, you know,
7 the labor perspective, business owner's perspective,
8 small businesses and really thinking through how we
9 engage that that sector as well.

10 So one of the recommendations given to us a while
11 ago by Commissioner Sadhwani was wouldn't it be great to
12 hear from Sophia at the Dolores Huerta Foundation since
13 she's a GIS analyst? And so it was in the back of my
14 mind that I had to call Sophia, and I emailed her and
15 said, can we talk? And I caught her right in time,
16 because she was shifting jobs, and I got her before she
17 left the Dolores Huerta Foundation, and she can tell you
18 what she will be doing now.

19 And as she and I were just catching up and I was
20 telling her what we were hoping -- the information we
21 were hoping to gather, she started sharing with me that
22 they recently have gone through three local redistricting
23 efforts in the south central - south central, sorry. The
24 Central Valley, the southern part of the Central Valley.
25 And that one of them actually took place pre-COVID and

1 into COVID. So they had to shift their efforts and such.
2 And I said, okay, we need to hear from you sooner rather
3 than later so that we can think through what works, what
4 doesn't work, what type of activities we may want to
5 support with the outreach funds we have.

6 And so with that, we invited Sophia Garcia and
7 Camila Chavez. Camila Chavez is the executive director
8 of the Dolores Huerta Foundation. Camila and I met, just
9 for full disclosure, Camila and I met five plus years ago
10 when I was part of the Hispanic organized for Political
11 Equity Quality Leadership Program, and we went to the
12 Central Valley. And so with that, I will pass that on
13 to -- who wants to go first, Sophia or Camila?

14 MS. GARCIA: Yeah. I have the presentation. Like I
15 can screen share and I think I have that capacity.

16 COMMISSIONER SINAY: Yeah. And if you can email me
17 the presentation later, I can share it with everyone as
18 well.

19 MS. GARCIA: Yes. Let me put it in presentation
20 mode. Okay. Okay, great. Do you guys all see that in
21 presentation mode? Okay, perfect. Awesome.

22 UNIDENTIFIED SPEAKER: So I'm sorry to interrupt,
23 but we're seeing it with your notes right now.

24 MS. GARCIA: Oh, okay. Oh, man. How do I turn that
25 off? Okay, let me try this again. Okay. Okay. Is that

1 now just presentation mode?

2 UNIDENTIFIED SPEAKER: That's the same. Usually, if
3 you go to your screen share, you'll have just the
4 presentation by itself as another screen that you can
5 share. So you might want to end this screen share and
6 then look for just presentation in full screen.

7 MS. GARCIA: Oh, okay. Thank you. Oh. Where is
8 that?

9 UNIDENTIFIED SPEAKER: Sometimes you have to scroll
10 down. It hides at --

11 MS. GARCIA: When you're working from home you're
12 your own tech. So this -- I'm sure everyone's having fun
13 with that. Okay, this should work. Yes. That way. Is
14 that presentation mode now? Okay, I see some head
15 nodding. Okay, perfect.

16 UNIDENTIFIED SPEAKER: Now, if you change slides,
17 we'll see you change slides.

18 MS. GARCIA: Okay. Oh, man. Okay, there we go.
19 You saw that change slides. Okay, so --

20 UNIDENTIFIED SPEAKER: We're not - I'm sorry, we're
21 not getting your slides.

22 MS. GARCIA: No?

23 UNIDENTIFIED SPEAKER: No. I'm sorry.

24 MS. GARCIA: Do you see if I change that? Slide
25 show thing go to this section.



1 COMMISSIONER SINAY: Right now we're getting a blank
2 screen.

3 MS. GARCIA: Oh, man. Okay.

4 COMMISSIONER SINAY: If you want to send me your
5 slides I can share for you.

6 MS. GARCIA: Yes. Okay. I apologize.

7 COMMISSIONER SINAY: That's okay. And you can start
8 speaking, and I can set it up.

9 MS. GARCIA: Okay. Let me send this to you.

10 COMMISSIONER SINAY: Camila, in the meantime, do you
11 want to tell them about the Dolores Huerta Foundation?

12 MS. CHAVEZ: I think that's a great idea. Okay. So
13 thanks so much for inviting us. The Dolores Huerta
14 Foundation was established in 2003. I assume that many
15 of you know our president, Dolores Huerta, who co-founded
16 the United Farm Workers Union with Cesar Chavez. The
17 Dolores Huerta Foundation is based in Bakersfield, in
18 the Central Valley. Bakersfield is our main office. And
19 we organize using a grassroots organizing model where we
20 strive to develop grassroots leaders who work with their
21 neighbors in identifying what community issues are, and
22 what issues, you know what -- not only identifying the
23 issues and the problems, but the solutions and making a
24 commitment to work with their neighbors to make these
25 community improvements.



1 And what we teach in a house meeting model is that
2 it is only the community members that, you know, when
3 they work together and make that commitment that they
4 will make the change that they, you know, strive to see
5 by working together, making that commitment. So and then
6 it's the job of our organizers to actually coach them.
7 You know, I've been in house meetings before where, you
8 know, at the end of a pitch, someone will say, you know,
9 (speaking Spanish). Who's the president of this
10 community, right? There's so many immigrants and folks
11 who just don't know who's in charge, who's responsible.
12 So once community members engage with the DHF and what we
13 call the Vecinos Unidos, Neighbors United chapters. They
14 then learn, right, they know exactly, you know, do they
15 live in an unincorporated community? Is that a county
16 supervisor who's responsible for their area or do they
17 have a city council, and who's their mayor? Right. So
18 it's about really having them understand and -- and then
19 connect with the decision makers to make the changes that
20 they want to see in their own communities. So Dolores
21 Huerta Foundation has thirteen Vecinos Unidos chapters.
22 We are based in four counties. We are in Fresno,
23 Tulare, Kern, and also in Los Angeles County in the
24 Antelope Valley area. We also have a youth program, and
25 most of our youth advocate, you know, for education



1 equity. We have a strong LGBTQ plus youth program that
2 advocate for, you know, LGBT students. And up until this
3 year, we were hosting annual LGBT conferences here in
4 Bakersfield in collaboration with other organizations
5 hosting the annual Queer Prom.

6 And then civic engagement is a big part of the work
7 that we do. So it's -- we use a model called the
8 integrated voter engagement, which means that it's
9 year-round that DHF conducting nonpartisan voter outreach
10 and education. And where we maintain a relationship with
11 voters. We can bring information to them about what's
12 happening in the Congress, what's happening with, you
13 know, immigration reform or even the census, right? So
14 we keep voters abreast of the issues that are happening
15 and not just during, you know, election season.

16 We also teach Latinos and youth to advocate on
17 local, regional, and statewide issues. So very present
18 in Sacramento, you know, lobby days and all of that. You
19 know, where they're really connecting with the
20 representatives. And then, you know, the census was a
21 huge part of our work this year and we even started that
22 work last year. So just making sure that, you know, we
23 can be there door to door, which was a challenge, and we
24 ended up resuming our door-to-door canvassing efforts.
25 But DHF was able to hire 160 canvassers in all of the



1 areas where we work just to do that door to door outreach
2 and education. So that's really, you know, at the base
3 of the work that we do.

4 And then also in civic engagement, of course, is the
5 redistricting work that Sophia will present on. So I
6 just wanted to give you a general overview of the Dolores
7 Huerta Foundation and the work that we do. And I'll let
8 Sophia begin your presentation.

9 MS. GARCIA: And can you all see this now? I think
10 so. Okay. I hope that's the case.

11 Okay. So --

12 MS. CHAVEZ: I just want to - I forgot one thing to
13 add, sorry, on my notes. With COVID relief, that of
14 course, when the pandemic hit. So DHF, you know, was
15 responsive where we were able to host fifty-eight food
16 banks since, I think, April or May. And then we also
17 raised \$250,000 of donations, which we were able in turn
18 be able to provide financial assistance of \$500 to \$1000
19 to hundreds of families in need and impacted by the
20 pandemic.

21 MS. GARCIA: Wonderful. Okay. Apologies for the
22 technical difficulties, but that's great. I'm glad
23 Camilla is here. She'll be here to answer any and all
24 questions related to DHF.

25 So we'll dive in. As the Commissioner Sinay noted,



1 I am now the GIS and Outreach Director for Redistricting
2 Partners. I was with The Dolores Huerta Foundation for
3 three and a half years and helped start the GIS
4 department there. And I've really been a part of the
5 while equity and social justice GIS movement for the past
6 four years.

7 So I'll tell you a little bit about, like, the birth
8 of that movement in 2016. But this isn't an emerging
9 field. GIS has been around for a long time, but in terms
10 of the conversation around equity and social justice in
11 our field has really been elevated by my work at the
12 Dolores Huerta Foundation. And we just continue to, as
13 GIS professionals, think how we can do our work in a more
14 equitable way. And redistricting is just that perfect
15 example of that perfect mix of community engagement and
16 GIS.

17 And Camila was able to tell you a little bit about
18 herself. So I'll go in to -- so full disclosure,
19 redistricting partners. We are not going after the line
20 drawing bid for the CRC, but just a little bit about our
21 mission as redistricting partners. As a private firm
22 with a unique background, reputation and experience, we
23 seek to assist groups in the process of redistricting,
24 Voting Rights Act analysis, and identifying communities
25 of interest with the goal of increasing their ability to



1 influence the outcome of elections.

2 One of our most impactful projects in 2011 was
3 working with the Commission on Developing Data and
4 Information on the LGBTQ community as a community of
5 interest in the redistricting process. This work
6 extended down to local redistricting, where districts
7 were drawn in several municipalities to increase the
8 voting power of the LGBT community. Redistricting
9 partners is currently contracted with The City of Long
10 Beach and its inaugural independent redistricting
11 commission. We also have contracts with Berkeley,
12 Burlingame, Carpinteria, and Napa, and we have
13 partnerships with the Foundation of California Community
14 Colleges and other statewide organizations. And expect
15 to be doing a number of important redistricting projects,
16 primarily in California.

17 So again, as redistricting partners, we are not
18 going after the contract. But I hope this presentation
19 can assist you guys with who you are thinking about for
20 the line drawing contract, and really how important and
21 not only is there GIS capacity, but more also
22 importantly, their ability to do community outreach and
23 work with community organizations across California.

24 So during our conversation with the Commissioner,
25 she wanted to give a little bit of back story about the



1 Central Valley. And this is very brief, but I hope it
2 gives you some context and to our redistricting examples
3 that we are a part of in 2018 and 2020.

4 So the origin of the Central Valley is unlike our
5 other cities of -- of like Los Angeles, Santa Barbara,
6 and San Francisco. It really began with the acquisition
7 of California from Mexico. And the Central Valley
8 doesn't really have a Spanish history, and you could see
9 that by the names of our towns. So we have towns called
10 like Buttonwillow, Pixley, Bakersfield, and Taft. And
11 the establishment of the Central Valley, like we said, is
12 very unique. And in the 1850s, prior to that, we are
13 mostly vast deserts and swamps. And we were established
14 by southerners moving to the Central Valley after the
15 Civil War. And we are mostly established by real estate
16 developers and those folks who took advantage of federal
17 land policies that allowed for the acquisition of large
18 tracts.

19 As most folks know, the Central Valley is a huge
20 agriculture and oil, those are our main drivers here for
21 our economy. And with that we also have a large
22 immigrant population. So in the 1880s, that's when it
23 was developed and then we had the migration of the Okies
24 from after the dustbowl. And the 1930s, and the '50's
25 and '60's, we had folks from the Resettle (ph.) program



1 and that was really the introduction of migrant farm
2 workers.

3 The Central Valley is also poor. Has a large
4 population of poor and low income working class
5 populations, mainly from the Resettle program. And we
6 have a growing Latino population.

7 The Central Valley, we also want to note, has an
8 evolving immigrant population, specifically our Sikh
9 population. And it was really exciting, because this
10 will be the first time we will actually be able to see
11 numbers. And we're excited because we partner and work
12 with the Jakara movement and are really looking forward
13 to seeing those folks as numbers on our maps.

14 We have growing low income populations, but we also
15 have a robust social justice movement and community. So
16 in the Central Valley we have the birth of social justice
17 icons such as Dolores Huerta, Cesar Chavez, Larry
18 Itliong, and others who struggled for the rights of
19 immigrants, farmworkers and disenfranchised communities
20 of color.

21 With that, we have how it ties into redistricting.
22 So for redistricting in Central Valley, we really have
23 those two competing narratives of oil and ag communities,
24 and our communities of color and farm working
25 communities. In 1992, Ray Gonzales, who was the first

1 Democrat Latino elected to The State assembly, began a
2 lawsuit with our current Board of Supervisors, which
3 established the Fifth District. Pete Parra was then
4 elected as the first Latino Board of Supervisors.

5 In 2016, the reason why I have this photo here was
6 the moment where Jack Dangermond, who is the founder and
7 CEO of Esri, which is a software company that a lot -- a
8 lot of GIS folks are familiar with, and Dolores Huerta,
9 who is a social justice icon, met and really began the
10 task of GIS professionals to begin to think about equity
11 and social justice in our work. In 2016 I was at that
12 meeting, and in 2017 I was hired with the foundation and
13 really took that to task. So in 2018, MALDEF, Dolores
14 Huerta, and other community members, won a lawsuit
15 against our Kern Board of Supervisors for violating the
16 Federal Voting Rights Act. They spent close to \$8
17 million of taxpayer money. I just want to repeat that
18 again. They spent close to \$8 million of taxpayer money
19 fighting against that MALDEF, and they lost. So they
20 were in violation of the Federal Voting Rights Act. And
21 that decision by the court directly influenced how the
22 current high school district decided to do their
23 redistricting process. And that will be the first
24 example in a little bit that we'll talk about.

25 So after our Board of Supervisors lost in court, our



1 high school district, instead of going through the
2 process in court, decided to go through a public process.
3 And so that was a direct result afterwards. So again,
4 just a little road map, and I'll go over a portion of
5 this quickly, and then we'll really want to dive deep
6 into the examples.

7 So we give a brief history of the Central Valley.
8 I'm going to talk more about the role of GIS
9 professionals in the redistricting process, because that
10 was my role for three and a half years and continues to
11 be in a new capacity.

12 A little bit about the equity and social justice
13 framework, particularly for the redistricting process.
14 We'll go through a couple of DHF examples, and then talk
15 about next steps for DHF and what the foundation is
16 doing. Some of the themes says that communities are not
17 even aware that this process is occurring or that maps
18 will affect their community for an entire decade.
19 Educating and empowering the community to use their voice
20 is at the core of DHF's involvement in the redistricting
21 process. For the past two, two and a half years that I
22 have been engaged in the redistricting process, most
23 times when we would go to community meetings, folks
24 didn't know that was happening.

25 Earlier this year, when the current community



1 college district was redistricting, I went into college
2 classrooms. I spoke with a number of students. I spoke
3 to over 450 community members. None of those community
4 members knew that this process was happening or knew that
5 the effects that it was having. So that really helps
6 illustrate and uplift the important work that a CBO
7 across California have for just having our folks
8 understand that this is happening.

9 Again, this redistricting is the perfect example of
10 GIS and community engagement, and redistricting at its
11 core is about creating maps that allow for communities to
12 elect someone who represents them. And that's the stance
13 that the Dolores Huerta Foundation with the foundation
14 has on this process.

15 A little bit, again, on the role of GIS
16 professionals in the redistricting process. Again, for
17 you guys all to think about as you're looking for a GIS
18 firm for the commission, it is really -- GIS
19 professionals have the privilege and power to be able to
20 use maps and to be able to illustrate data. And to be
21 able to present and show data in various ways. All of us
22 know our communities and GIS professionals, we try to
23 have that stance of understanding that we may be able to
24 create maps, but we need to understand that communities'
25 members are the ones that understand their communities

1 the best. And again, like I said, it's a perfect example
2 of the marrying of these two.

3 I'll go over this portion pretty quickly. If
4 there's any questions on this in the question area, I'll
5 be very happy to answer that. But I'll go over the
6 framework for thinking. So the equity and social justice
7 framework that we use particularly in the redistricting
8 process begins with the Dolores Huerta Foundation
9 mission, and Camila went over that earlier.

10 And she also talked about the integrated voter
11 engagement model. Critical race spacial analysis is a --
12 is another model that's new to the GIS profession. And
13 it's a wonderful book that I encourage folks to look into
14 redistricting best practices, of course. And then your
15 URISA, which is an international the international
16 professional organization, has a code of ethics. And we
17 also have an anti-racism, pro equity, social justice
18 statement. So again, your URISA is the international GIS
19 professional organization, and all of us GIS
20 professionals follow those codes. And now, we have a
21 statement that helps us continue to do our work in a more
22 equitable way.

23 So again, I'll go over these pretty quickly, but the
24 mission of the DHF is to inspire and organize
25 communities, to build volunteer organizations empowered



1 to pursue social justice. So that's at the base of all
2 of our redistricting and outreach work. This is a
3 framework that we use in our redistricting work, as well.
4 The IBE model, which Camila spoke about, and also the
5 alliance, which I'm sure a lot of the commissioners are
6 familiar with these organizations and I've heard them
7 speak on the call. I'm sure some of them are logged in
8 right now. This is the book that I was telling you all
9 about. That again, helps ground critical race spatial
10 analysis into the GIS work, and helps give GIS
11 professionals another way to look at this work, which is
12 impactful.

13 Best practices, which again, I'm sure a lot of folks
14 on this call are familiar with. The Code of ethics,
15 which gives the first one as obligation to society. So
16 as GIS folks, we try to follow these codes and make sure
17 that we're doing all of this work in an equitable way.

18 This one I encourage to folks, and I can send the
19 link to this as well. And the reason why I want to talk
20 about this a little bit is, because whoever you hire and
21 whatever other GIS professionals are going to send you
22 all some proposition maps throughout this whole process.
23 Now, the leading standing GIS professional organization
24 has made a statement behind being anti-racist, being pro
25 equity and having that social justice framework. So this



1 is a really a historic letter for our profession, which
2 is our really exciting base that we can stand on.

3 So we'll go -- we're going to skip this, and we want
4 to go straight into some of the examples. So like I
5 said, in 2018, after the Board of Supervisors decided and
6 they -- they went through court, the high school district
7 and the current high school district is the largest high
8 school district in The State of California. It has over
9 37,000 students. Over seventy-five percent of the
10 students are students of color. And in 2018, they were
11 found to be in violation of the Federal Voting Rights
12 Act, as well. They diluted the Latino population. They
13 diluted the Latino vote. And they did not have two
14 effective Latino districts.

15 The map on the left, we see those seven -- or those
16 three yellow triangles. Those are where incumbents live.
17 So again, I want to repeat. The current high school
18 district is the largest high school district in The State
19 of California. It has over 20 -- 2,400 square miles.
20 And three of the incumbents lived within three miles of
21 one another. They -- you could have run a 5k around
22 their houses. Their kids went to the same high schools,
23 went to the same elementary schools, and they had the
24 majority of the board. So that -- that -- the high
25 school district was a board of five. And you have three

1 folks who live in the wealthiest part of Bakersfield
2 living and holding the majority of that board.

3 So this is -- is a wonderful example of
4 gerrymandering. It's also really a great example of a
5 wonderful map, because you have the colors that are
6 exciting, and you also -- your eye immediately draws to
7 the buffers around those three triangles, and it makes
8 you ask some questions.

9 The map on the right shows a proposed map that we
10 submitted as the Dolores Huerta Foundation, and we put
11 those three incumbents into one area. We do believe that
12 that community, which is known as Rosedale here in
13 Bakersfield, deserves representation. We believe that.
14 We do not believe that they deserve to hold the majority
15 representation of the largest board -- the largest high
16 school board in the State.

17 So these -- the map on the right, which was the
18 proposed -- or the map on the left was actually the map
19 that was admitted and that they finally -- that they
20 voted on. And so they did vote to ultimately have all of
21 those incumbents remain in their own seats.

22 These are some examples of the -- just like maps
23 that we created for our community meetings. So as the
24 Dolores Huerta Foundation, we went into those
25 communities, as Camila said earlier. We have over eleven

1 chapters in four different counties. And so as the GIS
2 person, I may not have gone to every community meeting
3 every month. I may not have interacted with a lot of the
4 vecinos on a weekly or monthly basis. But at a moment's
5 notice, I had the opportunity to go and present to those
6 communities.

7 And so this is how we broke down those communities
8 of interest. So we showed that the current maps that
9 they had in 2018 broke up Rosedale into three districts,
10 but then also split and diluted the Latino vote.

11 These maps. I wanted to add these as a contrast to
12 the maps that we presented versus the demographer that
13 was hired at that time in 2018. And this is no way to
14 say that the GIS firm that was hired in 2018 for the high
15 school district was not competent. This is to show the
16 difference, like we said, and presentation of data. When
17 we showed these maps to our community, everyone was
18 really confused about what they were saying and how the
19 information was being displayed, versus the way that we
20 decided to display information.

21 We know that the -- in Kern County, we -- and the
22 communities that we were presenting to are mostly Spanish
23 speaking. A lot of them, English was their second
24 language, or we were dealing with folks with different
25 education levels. And so we wanted to make sure that our



1 points were illustrated very clear, and that the
2 community understood what was going on.

3 So these maps here are the proposed maps that we
4 created for DHF. And you can see that we put Rosedale,
5 we kept that community intact. We also kept Oildale,
6 which is that community of mostly low-income, white
7 population intact. And then we also kept our Latino
8 communities intact. And so we were focused on the DHF
9 side to keeping communities intact, not looking at
10 keeping incumbents in their seats. Because again, we
11 believe that redistricting is about allowing for
12 communities to elect someone who represents them. And we
13 believe then and we believe now that those proposed maps
14 that we created did that the best way.

15 So we were a part of that process from the very
16 beginning. The picture on the left side, you can see
17 Dolores Huerta and Jesus Garcia (ph.) outside of the
18 current high school district board office. We printed
19 out and put on poster boards and brought an easel outside
20 of the building to just talk to the community about what
21 was going to go on in that meeting. We continued that
22 theme throughout the whole process, and we can see
23 Cecilia Castro, who is still at the Dolores Huerta
24 Foundation, in the parking lot of that same building,
25 talking to the community.

1 We also broke down this information and different
2 form. So we created a fact sheet, we created a flier,
3 and we also created talking points. So we wanted -- we
4 understood that some community members may not have been
5 able to attend the public meetings or other meetings.
6 And so we wanted to give them information in other forms.

7 We held a press conference that had over sixty
8 different folks, and we also were a part of the media and
9 gave interviews. You can notice that there are different
10 representatives of the Dolores Huerta Foundation who are
11 being interviewed, and that's on purpose. Similar to how
12 we approach propositions or other campaigns, it's really
13 important that everyone at DHF understood what was going
14 on in the redistricting process and could give an
15 interview or talk about it to our community members.

16 In 2018 to 2019, we partnered with the University of
17 California, Santa Cruz, the Everett program, to begin the
18 process of creating a roadmap to redistricting community
19 toolkit. And we are still in that process and will
20 launch our toolkit in January of 2021. So that's very
21 exciting. And it started with them in 2018, and will be
22 published in 2021, because we understood that even though
23 the high school district and the Board of Supervisors
24 were in violation of the law and a lot of taxpayer money
25 was spent for both instances, it gave us an opportunity



1 to begin this redistricting process in preparation for
2 next year.

3 So earlier this year, in 2020, the Kern Community
4 College District, which is one of the largest college
5 districts in the entire country, went through a
6 redistricting process, not because they were in violation
7 of the Federal Voting Rights Act, but because they were
8 in violation of the California Voting Rights Act.
9 Because they had a seven-member board, but only a five --
10 five districts. And so they -- they hired redistricting
11 partners to be their demographer. And we began that
12 process earlier this year, in January of 2020.

13 So this -- that district, they had three main
14 campuses, but they had over sixty different sites. And
15 so that's a really important piece of information,
16 because when we went out to the -- to folks to talk about
17 the college district, not everybody went to community
18 college. We realized that it was a lot easier to get
19 folks to be engaged in the high school redistricting
20 process because almost everybody goes to public high
21 school. Almost everyone we talked to here in Bakersfield
22 has a very close tie to their high school, and their
23 rivalries even well past your high school. But for
24 college, we found it more difficult for folks to -- a lot
25 of folks would ask, why do I care? Why should I be a



1 part of this process? And so we did some digging at the
2 GIS to try to have a better example of what does the
3 college district do. And in that digging, we found that
4 while they have three main campuses, there's over sixty
5 different sites that you can take classes. You can take
6 classes if you're a high school student. You can take
7 classes at the prison in California City. You can take
8 classes at some student centers. And so that really
9 expanded folks' ideas of what this board did.

10 We also found that they had an annual budget of \$253
11 million, and that really helped folks' question, like,
12 what could the college district do for us? Could I maybe
13 if I wanted to take classes as night classes, or maybe I
14 wanted them to have more satellite campuses. And so this
15 was an online map that we created specifically for folks
16 to be engaged.

17 The big point that we focused on, though, for the
18 college district was really homing in community of
19 interest forums and how we were going to gather those
20 DHF. So redistricting partners, they produced a
21 community of interest form, and so it was really our task
22 to try to capture those communities of interest.

23 And so the reason I have my dog here and his
24 birthday party is I would use this as an example. So
25 Koda, that's my dog. He's a labradoodle. We go pre-

1 COVID. We would go to the dog park about five times a
2 day. And the dog park we went to didn't have a water
3 fountain and in Bakersville during the summer, we have a
4 hundred-degree plus days for about four months of the
5 year. So it gets very hot. And as someone who was in
6 charge of a large black dog, I would have to bring water
7 for him. And all of my other friends would also have to
8 bring water for their dogs. And so we got really upset.
9 We were thinking, if this is a public park, you know,
10 the -- the district should provide a water fountain. And
11 so I use this as an example, saying I would look the
12 college board would have looked at me like I was crazy if
13 I went up to them and said, I have an issue because I
14 would like you to put a water fountain at the dog park.
15 We, as dog park parents, are a community of interest, but
16 we are not a community of interest for the college
17 district. So that helped illustrate that you could have
18 people who would have various different communities, but
19 not all of them would be relevant to a college district.

20 And so we -- I took that example to the community.
21 And so we got -- so the communities of interest for the
22 college district where we had themes of nighttime
23 students or students who took satellite classes but they
24 have to drive an hour away because their satellite didn't
25 have a lot of classes. We had a lot of parents who

1 needed childcare but had a difficult time. We had a lot
2 of commuters. And so those were specific communities of
3 interest that pertained to the college district that we
4 were able to communicate.

5 So we did a lot of -- we did about fourteen
6 community meetings, and then COVID hit. So COVID hit in
7 March, and the college district was still going through
8 the redistricting process and they were still having
9 community meetings, and so we took to online, like a lot
10 of us are doing now. And we partnered with South
11 (indiscernible), which is a youth-led reporting agency,
12 to do an Instagram live, where they ask me questions, and
13 then we produced a fact sheet, and then there was a full
14 article about the entire process. So we really acted.

15 The Delores Huerta Foundation saw, like, not
16 everybody can attend these public meetings, not everybody
17 can give public comment, but we want to allow for the --
18 for the public to know what's going on, and in different
19 form. So we had the fact sheet, we had the online
20 videos, we had an article, and then we also produced an
21 article in the DHF newsletter.

22 This was a letter that we sent to the Board in
23 January of 2020. And again, I can send you guys all
24 this -- this letter with the Board's responses. And this
25 is the letter that myself and Camilla wrote, and we were

1 able to get Board responses.

2 One of the biggest issues with the college district
3 redistricting process was they held -- held their
4 meetings at times where community members could not
5 attend. They held their meetings at 8:30 in the morning
6 or at 1 p.m., where our community members could not
7 attend due to work. And so we asked them for various
8 different things that we wanted them to follow. And we
9 wanted them to follow the AB849, which is the Fair Maps
10 Act, to move their meeting times, and to also do more for
11 their outreach.

12 So one of the big wins that we were able to get was
13 they -- the -- we asked them to do a redistricting portal
14 on their main page and to have their demographer provide
15 the shape files. And so those were two wins that we were
16 able to capture. That community of interest sheet that I
17 was telling you about, we were able to gather over sixty
18 different community of interest sheets in Spanish and in
19 English. And we provided all of those for the Board. We
20 scanned them and copied them and sent them to the Board.
21 And in total, we attended all of the public meetings in
22 2020. We submitted the proposed map plan. We did over
23 fourteen community meetings. We host -- we were a part
24 of and gave announcements at three community meetings.
25 We hosted an IG-live interview, fact sheet session,



1 submitted and completed over 60 community of interest
2 sheets, and in total, reached over 450 people.

3 So this was a plan that began in December of 2019
4 and ended in May of 2020. And this -- and I'm over with
5 the presentation and open to questions. But I really
6 hope that this presentation helped illustrate how
7 important and vital community-based organizations are for
8 the process, and also just how they can help you as a
9 Commission educate and try to get community members out
10 to the meetings that you all will be hosting.

11 And so that is our presentation. I'm open for
12 questions. And then our emails are -- are right there.
13 So that's it.

14 DIRECTOR CLAYPOOL: Thank you for your presentation.

15 COMMISSIONER SINAY: Sophia, can you end the
16 screenshare so that you can see all the commissioners,
17 please?

18 MS. GARCIA: Yes.

19 COMMISSIONER SINAY: Thanks.

20 Commissioners, any questions? Okay.

21 Commissioner Le Mons?

22 COMMISSIONER LE MONS: Thank you so much for your
23 presentation. It was very informative. I actually have
24 a couple -- a few questions actually. Some of them you
25 might be able to bundle the response.



1 So what I'm curious about is some of the strategies
2 that you have employed to educate communities on the --
3 on redistricting that might be helpful for us to
4 understand.

5 And then how much, excuse me, community input
6 actually went into the sample maps that you showed, and
7 how long did it take to educate or what was the sort of
8 scope of understanding and education of those community
9 members that participated in the actual map that you
10 presented?

11 And then how -- what's the contrast between the
12 community's participation and the actual final map versus
13 their participation in the support and advocacy for those
14 maps once they're done?

15 And then the final question would be, is -- if you
16 were going to give us guidance on focus, would you
17 suggest that our focus be more on community-based
18 organizations that have some level of expertise or
19 familiarity with this process versus individual community
20 members, like Joe Californian? Yeah, so those are my
21 questions.

22 MS. GARCIA: Those are -- those are fantastic
23 questions.

24 MS. CHAVEZ: I'll start --

25 MS. GARCIA: Oh, yes.



1 MS. CHAVEZ: -- I'll start, just to give a general,
2 and then you can give the more specifics.

3 MS. GARCIA: Yes.

4 MS. CHAVEZ: And I'll just talk about my personal
5 history, that in 2011 this man name Jesus Garcia,
6 Sophia's father, who, you know, a colleague, and you
7 know, friend, you know, insisted on meeting with us,
8 insisted on letting DHF know about this redistricting
9 process and how important it was. And you know, he would
10 get on our computers and show us all these maps. And
11 honestly, it went over my head. Okay.

12 Was very active in the 2010 census. You know, we
13 got accolades for the outreach that we did. But when it
14 came to redistricting, it was just so hard to understand.
15 I am hoping that, you know, ten years later that many
16 more, you know, community-based organization leaders, you
17 know, are hip to this. But I'm going to be honest and
18 say in 2011 I didn't get it.

19 And so there -- at the point -- at that time,
20 Greenlining Institute had a fellowship. We had one of
21 our staff that joined and learned about redistricting,
22 and went to the different, you know, forums, and
23 hearings, and all of that, you know, and represented DHF.
24 But we just were not, you know, kind of bought in to the
25 level we are now. And so I do want to thank, you know,



1 Jesus for, you know, enlightening us and really, you
2 know -- you know, bringing us to the level that we are
3 today.

4 So I would say that, you know, for community
5 outreach, that individuals, sure. But I think that the
6 best bet is to go with organizations that are based in
7 the community and that are trusted messengers. And you
8 know, and -- and the crazy thing about now is I believe
9 that these coalitions, you know, and community-based
10 organizations that do understand redistricting, there are
11 more of us now. So I feel that that's going to help, you
12 know, with this, you know, big mission that we all have,
13 right, to, you know, educate community members and then
14 get their input.

15 So I just wanted to share that as a personal story,
16 right, how that, you know, my own evolution, and then
17 that light went off and I, oh, I get it. And that was --
18 that light didn't go off until about 2015 or '16, to be
19 honest. So -- so I -- so I'll let Sophia answer and get
20 into the details of the outreach and presenting the map
21 to the community.

22 MS. GARCIA: Yes, thank you for that. Yeah, and
23 Jesus is a -- you know, obviously a big impact on my
24 life, and so I'm glad that he was able to talk with
25 Camilla and Delores.

1 On the question of -- of CBOs versus, like,
2 individuals, as Camilla said, with CBOs, they're really
3 great for education and outreach. The IBE redistricting
4 alliance has the base of trust in messengers, and I know
5 that they have capacity to create and draw lines. And I
6 know that a lot of them have that intention. But I also
7 want to say that a lot of us, even at DHF, we would
8 listen to individuals, and we would listen to all them.
9 Those 450 people we -- I would listen to all of them and
10 try to take into account what they were saying.

11 In 2018, to answer your question to you,
12 Commissioner, the individuals and the united neighbors
13 from DHF didn't have a lot of input into the map that we
14 proposed, because we created the map first and then
15 talked to the community. We learned from that and
16 pivoted earlier this year, in 2020. So we decided to
17 take the opposite approach and to say, okay, this time
18 we're going to focus on the community of interest piece,
19 we're going to focus on trying to understand the
20 community of interest for the college district, and then
21 we're going to apply those COIs to our map.

22 As a GIS person and as someone who helps create
23 those maps, COIs, as you know, are not the only criteria
24 that you will be looking into. Number one, for your
25 demographer will be that equal population and making sure

1 that they're following the Federal Voting Rights Act,
2 California Voting Rights Act, and the Fair Maps Act.
3 Those COIs are a critical piece, but in this -- this
4 array of things that you all have to consider.

5 So again, for our approach earlier this year, we
6 tried to use that form, and we tried to map out those
7 different COIs. But as you all know, you'll -- you're
8 going to get thousands of people who are going to give
9 you communities of interest in different forms. And so
10 it really is the challenge of you as commissioners and
11 the line drawer to take in those people who are going to
12 just give you lists, or something on a napkin, or
13 something on a paper and analyze that, but also know that
14 hold weight, even against the maps that will be proposed
15 by organizations and -- and communities.

16 So I do want to state that as well as -- as someone
17 who has wrestled with that. And that's why we were so
18 excited that redistricting partners created that
19 community of interest form and that we're able to
20 communicate that. But it has been a bit of a challenge
21 to take what the community is saying, like with that dog
22 park example, like, to weed through the dog park example
23 versus the -- the COIs that are -- that actually make
24 sense for you as a district.

25 And that's something that I communicated with Karin



1 through the statewide data base. We know that they're
2 creating a community of interest tool for you, which is
3 really exciting. We're excited to see that final result.
4 But we also wanted to sort of think about how can you do
5 the education piece around communities of interest for
6 the four different -- the lines that you are all tasked
7 with creating.

8 So it's not -- you know, it's assembly, state
9 senate, congressional, and Board of Equalization, and all
10 of those may have different communities of interest. So
11 that will be an education piece that I'm excited, and I
12 know that DHF will take on as well. But a community of
13 interest for congress might not always make sense for a
14 community of interest for state assembly. So that's
15 another education piece that we're going to be looking
16 into.

17 The scope of understanding of our community members
18 in 2018, a lot of the people we went into, they didn't
19 understand it at all. So we had to start from the basis
20 of how the census relates to redistricting and -- and
21 create that education level. That is why, again,
22 partnering with CBOs is fantastic, because I, as a GIS
23 professional working at DHF, would go to these community
24 meetings on Monday evenings or Tuesday evenings and stay
25 there for an hour, an hour and a half and answer

1 everybody's questions and make sure that they had a vital
2 understanding of what was going on.

3 Again, in 2020 we -- we did a little bit of a
4 different approach because we were working with college
5 district students, and so we pivoted the presentation,
6 again, to just focus on that community of interest piece.
7 But yeah, when we -- when -- oftentimes when we would
8 speak to community members they didn't understand that
9 this process is going on at all. And for all three of
10 those -- well, for the high school district and the
11 college district, the districts didn't do as much
12 outreach to their communities as we would have liked.

13 We asked and wanted to partner with both of those
14 districts, but both of them declined to work with us.
15 The high school district did robocalls, and called
16 everyone, their -- the parents, like, on a robocall. But
17 the college district didn't do anything like that. They
18 would post, specifically at their site, just a paper
19 about this information. But other than that, we were
20 really the ones who were able to go into those
21 communities and -- and talk specifically to people. And
22 so the biggest piece, we were all about outreach.

23 Both of those times none of our maps that we
24 proposed were adopted, so we didn't win that battle. But
25 we did win the battle about educating and empowering, and

1 kind of making the community members a little bit angry
2 about how the process was occurring. Both times the maps
3 were chosen to uplift and keep incumbents in their
4 communities or in their -- in their districts and not
5 necessarily for the interest of the community. And so
6 that was something that we were a bit disappointed in.
7 And I've been advocating for more transparency since.

8 So I -- I think I answered everything, but if I
9 didn't, please let me know.

10 COMMISSIONER LE MONS: Thank you so much. I
11 appreciate that.

12 COMMISSIONER SINAY: Any other -- yes, Commissioner
13 Sadhwani?

14 COMMISSIONER SADHWANI: Thank you. And thank you
15 both for being here today and -- and giving this
16 presentation. This is really helpful and great
17 information. So thank you for all of the great work
18 you've been doing.

19 I apologize because in the middle of your
20 presentation I ended up having some connectivity issues
21 and had to jump off and get back on, so perhaps I missed
22 some of it. But you've -- you've done a lot of work,
23 obviously, in Kern County. And Kern County previously
24 was covered by the Voting Rights Act under Section 5 for
25 pre-clearance. And I'm wondering, you know, one of the

1 things that we will need to grapple with is to what
2 extent we want the Commission to uphold Section 5 and
3 perhaps start in -- in those covered counties or not, and
4 what the ramifications of doing so or not doing so would
5 be.

6 I'm wondering, less from a legal perspective, but
7 more so from a -- from communities on the ground, I mean,
8 the Delores Huerta Foundation has been there in that area
9 for such a long time. Is this a conversation that you
10 all are having? Do you have thoughts about the
11 implications of -- of, you know, Kern County no longer
12 being covered, or what that looks like, or
13 recommendations for the Commission in terms of our
14 approach and -- and what compliance might look like in
15 this new post-Shelby (ph.) era? And obviously, we don't
16 know if any additional legislation would ever be passed.
17 But I'm curious if there -- that is a conversation that's
18 been had locally?

19 MS. GARCIA: I can take a first stab at that. So in
20 2018 the lines that were ultimately adopted had one
21 troubling fact for a district that kept two of the
22 farmworker communities. They said that they had to be
23 kept together. And Arvin and Lamont and Wasco and Delano
24 are on opposite ends of the county. And so having and
25 saying that those four communities had to be kept

1 together meant that they had to encompass parts of the
2 wealthier part of Kern County that just wasn't the same
3 community of interest as those farm worker communities.

4 And so that was something that when that was adopted
5 in 2018, for those of us who are local and understood
6 those repercussions was a big issue for us. And we think
7 a portion of that was due to the demographer firm was not
8 local and didn't -- there wasn't as much input on whether
9 the community would back that or whether that would
10 actually be helpful in terms of why the Board of
11 Supervisors was in violation of the Federal Voting Rights
12 Act to begin with.

13 And so I think that is just a perfect example of
14 even though the -- they redrew their lines, specifically
15 to create a Latino-majority district, the district that
16 ended up being created actually is still difficult for a
17 Latino to be elected in that particular district. That's
18 a great example of something that we will be dealing with
19 here in Kern for the next year.

20 COMMISSIONER SINAY: Any other questions?

21 COMMISSIONER TURNER: I don't have any questions,
22 but I just had to jump on and say to Sophia and Camilla
23 just thank you for being here. Wonderful presentation.
24 They are amazing partners. And just wanted to say really
25 thank you for the presentation and for bringing clarity



1 to it.

2 MS. CHAVEZ: Absolutely. Thank you.

3 COMMISSIONER SINAY: Thank you, Commissioner Turner.

4 I had two quick questions. Well, the first one was,
5 I really liked what you had to say, Sophia, about, you
6 know, you -- you need to think about the four different
7 lines you're drawing and the different -- what they
8 represent.

9 And I actually thought of it, one of the things
10 we're really struggling with is there's different
11 redistricting efforts taking place at the same time,
12 and -- including, you know, at the lo -- like, in San
13 Diego, you'll have San Diego County and the City of San
14 Diego, and then all the other ones. And so it really
15 does feel like one of our handouts, or talking points, or
16 fact sheets needs to be kind of on -- on that.

17 But I wanted to see if you had any
18 recommendations -- both of you -- on how -- not only how
19 do we explain the different levels, but also how can we
20 work collaboratively with the local efforts on
21 redistricting? Are there -- you know, what thoughts you
22 all have on that.

23 Go ahead, Camilla.

24 MS. CHAVEZ: Yeah. I'll just chime in that, you
25 know, we did -- you know, years ago, you know, worked

1 with the county on the general plan, right? And so you
2 had a consultant -- a consultant from somewhere come in
3 and they asked DHF would be partner with them to host,
4 you know, community events. And we said, sure, we'd love
5 to. You know, will your material be translated? Oh,
6 yes.

7 And so unfortunately, we did not have the input on
8 the materials that were developed. And it was such a
9 difficult and cumbersome process that folks didn't know
10 what the heck we were doing, you know. Yes, DHF, you
11 know, sent out the fliers, and made the calls, and got
12 folks there. But as we were explaining it, the language
13 was so above the -- you know, what the average laborers
14 can understand, or just has a knowledge base of.

15 And so I would recommend, you know, just partnering
16 with groups, even in developing the material. Because at
17 that point, you know, I just thought, gosh, you know,
18 what is this thing? Like, I had trouble understanding
19 it, and I'm a college graduate, and I speak English
20 perfectly.

21 So I remember at one point I'm facilitating a small
22 group and I'm, you know, writing on the, you know, chart
23 paper. I turn around, and boom, two of the folks had
24 just split. I had my back to them and they just left the
25 room, because they had -- they were just like this is a

1 waste of my time, right?

2 So really just making -- and that's the thing even
3 with, you know, Sophia, right. With the presentations
4 that she will create and then with -- and even the
5 fliers, and fact sheets. And we said, okay, now, we're
6 going to change this language. We're going to simplify
7 it, right? And so that's really, I think, so important
8 and critical.

9 And then -- you know, so we -- we totally want a
10 partner, and I know that I speak for other community-
11 based organizations, you know, that are, you know,
12 specifically engaged and want to be a part of this
13 process. So please if you could include us from the
14 beginning, especially when it comes to developing the
15 materials and making sure that it resonates. And you
16 know -- and so that it is a really meaningful, you know,
17 process that folks really understand what's happening.
18 And -- and I think that it's just a win-win situation all
19 around.

20 MS. GARCIA: I do want to mention, too, that
21 redistricting tool kit that I mentioned earlier will be
22 made available in January of 2021. And this is something
23 that we've been talking about and thinking of. When
24 you -- we kind of think of the players in their
25 redistricting process. You have the Board or Commission,

1 which is all of you. You have your demographer or GIS
2 firm who also will be presenting materials. You have
3 these community-based organizations that are going to be
4 very active. And then now we can also think of the local
5 jurisdictions who will be doing their own -- their own
6 part as well.

7 So it really is a layered approach. And I -- I do
8 want to reiterate and say, yes, with a lot of the
9 material I created at DHF, that's exactly, I think, the
10 wonderful reason why we had a GIS department at DHF, is I
11 had immediate people to give me reaction and -- and
12 feedback, and I think that's what would be really
13 beneficial to the Commission. If you have folks like
14 Camilla. I know you have a lot of the folks like
15 Alejandra and Advancing Justice. And again, I'm sure a
16 lot of them are on the call.

17 But the IVE Redistricting Alliance is a wonderful
18 first step to be involved with them. They are folks who
19 are up and down the state who will be able to give you
20 feedback on the nuances of languages or other materials
21 that can be created. And if there's a way, again, to
22 be -- have someone who could be there for local
23 jurisdictions as well, or make local jurisdiction
24 information available on your website I think would be a
25 great step as well.



1 In my role at Redistricting Partners I'll be doing
2 that community outreach component from the local
3 jurisdiction component. And so we will be creating
4 materials specifically to sort of outline the difference
5 between what's happening at the local level versus what's
6 happening at other levels.

7 And again, I just sort of keep thinking about those
8 communities of interest. They will be vastly different
9 from school districts, to city council, versus Board of
10 Supervisors. So I think really having a ver -- a huge
11 education piece around specifically communities of
12 interest, not only how you're going to capture them, but
13 how you present that information and how you talk with
14 the community about what sort of communities of interest
15 are important to you all. And so for -- so what are the
16 dog park examples that you don't want for folks to give
17 to you all versus what are the things that would be
18 really meaningful and helpful for -- for your
19 demographer.

20 So again, we are not going after the contract but
21 just whoever you're looking at for line drawer. I think
22 just -- it really illustrates the huge portion of
23 community engagement that -- the huge task that they will
24 be tasked with doing, and trying to take in all of those
25 inputs and give it to you all, the commissioners, in a



1 way where you can understand and digest what individuals
2 are saying.

3 COMMISSIONER SINAY: Thank you, Sophia. And you
4 answered my -- my next question was on the roadmap. So
5 hopefully when it is developed, someone will make sure
6 that we get a copy so we can share it as well and -- and
7 learn from it.

8 MS. GARCIA: Yes.

9 COMMISSIONER SINAY: Commissioner Le Mons I saw your
10 hand. And I think after that we need to -- oh,
11 Commissioner Kennedy.

12 Go ahead, Commissioner Le Mons.

13 COMMISSIONER LE MONS: Yeah, I was just going to say
14 if there's materials that you guys have -- so let me --
15 let me put it this way. We haven't developed any yet,
16 and I feel like there are agencies and organizations out
17 there who have already. And I'm kind of piggybacking
18 on -- on something I've shared in previous meetings about
19 the best materials really come from the community anyway.
20 And I think the way we've been framing this up is that
21 we'll go and just -- we'll just -- we'll start a
22 development process and we'll make sure to involve those
23 that are interested from the community in that process.

24 But we also know that developing materials, as
25 Commissioner Kennedy said earlier, others have said, that

1 is a whole process. And I would like to invite those
2 organizations, including yourself, that already have
3 material that is pertinent to the work that we're doing,
4 send those in, and we can have our team look at them and
5 begin to get a foundation so that we're -- we kind of get
6 a leg up on this situation, as opposed to us coming from
7 whole cloth, and then bringing in the community.

8 So I hope I'm not speaking out of turn with my
9 fellow commissioners in that invitation. But I really
10 would encourage you -- even if they're in a draft stage,
11 you know, and you want us to sign an NDA or something.
12 But you know, send those forward and -- to the Commission
13 at large or to Director Ceja, and we can kind of leverage
14 that work that's been done and then continue accordingly.

15 COMMISSIONER SINAY: Director Ceja, do you want to
16 say anything on that, because I know you've been thinking
17 a little bit about this?

18 Well, your computer might be on mute. Try your
19 computer. We'll come back to you while you play with it.

20 Commissioner -- Commissioner Le Mons, that is a
21 great idea, and I know that Commissioner Ceja was
22 thinking through how to -- how to do something similar to
23 that. And -- and the public has also made the
24 recommendation of trying to create a committee kind of
25 a -- it's a -- it's a partnership in developing, you

1 know, the best -- bringing together the best minds and
2 efforts.

3 Commissioner Kennedy?

4 CHAIR KENNEDY: Yeah, it's -- it's really wonderful
5 when -- when my vice chair basically comes up with the
6 same idea at the same time. We're just really on the
7 same wave length. That's wonderful.

8 I -- I was going to ask if anyone has a complete
9 collection of public outreach materials from the 2010
10 exercise, whether it's the -- the Commission. Director
11 Claypool, I don't know what you have. Or you know
12 whether some of the partner groups have. But it would be
13 really useful for us not only to see the materials
14 themselves but to -- to hear or read feedback about those
15 materials.

16 And in fact, as far as new materials that you
17 already have developed or are developing, you know, I
18 would -- I would go a step farther and say, you know, A,
19 feel free to share them, but B, feel free to share any
20 feedback that you've received about them. That's going
21 to be that much more useful than just getting the
22 materials themselves. But I -- you know, I think we're
23 very much on the right track on this, and think that this
24 can be a really useful exercise for us at this point.

25 COMMISSIONER SINAY: Chair Kennedy, I know that we

1 received a -- all of the material from, I believe,
2 MALDEF, at -- at two meetings ago. And then Common
3 Cause, if you go on their -- Common Cause California, on
4 their website they have archived their 2010 as well. And
5 I'll make sure to get that to everybody. So that's
6 two -- that's two that I didn't want to feel like we have
7 to recreate.

8 CHAIR KENNEDY: All right.

9 COMMISSIONER SINAY: Camilla, do you -- Camilla,
10 Sophia, do you have any closing comments? Because I know
11 we've gone a little bit over. No?

12 MS. CHAVEZ: Thank you for inviting --

13 COMMISSIONER SINAY: Go ahead. I'm sorry, Camilla?

14 MS. CHAVEZ: Thank you for inviting us to join you
15 today.

16 COMMISSIONER SINAY: Yeah. Thank you for -- I know
17 that -- how busy you -- you both are, and thank you for
18 being able to make this time on a short notice. And
19 thank you for all the great work that you're doing in the
20 community. And please do -- you know, as -- as
21 Commissioner Kennedy, and Commissioner Le Mons, and
22 Commissioner Turner, and all the rest of us extend that
23 invitation to just keep the communication going back and
24 forth, because I think we can learn a lot from -- from
25 each other and do that -- do really well for the

1 community.

2 Take care.

3 MS. CHAVEZ: Thank you so much for inviting us.

4 CHAIR KENNEDY: Okay. Before we go to public
5 comment for the end of the day, I just want to, first of
6 all, ask if there are any announcements or items of
7 general interest. I neglected to call for items of
8 general interest this morning, but we can do that now.
9 And otherwise, any points that commissioners want to make
10 before we turn to public comment? Okay.

11 We can have some -- while we wait for public comment
12 as well, so Katy, would you please read the instructions
13 for public comment?

14 PUBLIC COMMENT MODERATOR: Yes, Chair. In order to
15 maximize transparency and public participation in our
16 process, the commissioners will be taking public comment
17 by phone. To call in, dial the telephone number provided
18 on the live-stream feed. The telephone number is
19 877-853-5247. When prompted, enter the meeting ID number
20 provided on the live-stream feed. It is 92738068918 for
21 this week's meeting. When prompted to enter a
22 participant ID, simply press the pound key.

23 Once you have dialed in, you will be placed in a
24 queue from which a moderator will begin unmuting callers
25 to submit their comments. You will also hear an



1 automatic message to press star 9. Please do this to
2 raise your hand indicating you wish to comment. When it
3 is your turn to speak, the moderator will unmute you, and
4 you will hear an automatic message that says, the host
5 would like you to talk, and to press star 6 to speak.

6 Please make sure to mute your computer or live-
7 stream audio to prevent any feedback or distortion during
8 your call. Once you are waiting in queue, be alert for
9 when it is your turn to speak. And again, please turn
10 down the live-stream volume. These instructions are also
11 located on the website. The Commission is taking their
12 end-of-the-day general public comment at this time.

13 We do have someone --

14 CHAIR KENNEDY: And we have a caller --

15 PUBLIC COMMENT MODERATOR: -- in the queue. Oh, I'm
16 sorry, Chair, we do have someone in the queue.

17 CHAIR KENNEDY: Yes.

18 PUBLIC COMMENT MODERATOR: Oh, okay.

19 If you'll please state and spell your name for the
20 court reporter?

21 MS. SHELLENBERGER: Oh, hi. This is Lori
22 Shellenburger, L-O-R-I S-H-E-L-L-E-N-B-E-R-G-E-R. And
23 I'm the redistricting consultant for Common Cause.

24 PUBLIC COMMENT MODERATOR: The floor is yours.

25 MS. SHELLENBERGER: Thank you. And thank you,



1 commissioners, for a really informative meeting today and
2 the presentation was -- was great by the Delores Huerta
3 Foundation.

4 I'm just calling in because the other thing that I
5 believe did not happen this morning, although maybe I
6 missed it, was the Chair usually outlines the schedule
7 for the week to the extent you have time certain. And
8 you did share with us that the conversation on the line
9 drawer RFP will be tomorrow afternoon. But to the extent
10 you are able to share any other items, and -- and
11 particularly the Outreach Subcommittee. I know they're
12 both interested in that conversation, and it looks like
13 there is another panel that may be happening within the
14 next couple of days. So that was one request.

15 And the second request, back to the comment I spoke
16 about this morning, the RFP is aligned to our boilerplate
17 language. And it was flagged for me that in 2000 -- in
18 2011 there were some amendments to boilerplate language
19 in the -- in the line draw RFP, and -- and Commissioner
20 Sinay and -- you know, obviously we have already cross-
21 referenced that, but I just wanted to make sure that they
22 were aware that there was some items where there were
23 changes made to the boilerplate, given the gist of the
24 situation. And so I wanted to flag and also request that
25 the boilerplate be shared with the public ahead of

1 approval, just so we could take a look at it, if that's
2 possible to do before tomorrow's meeting.

3 And that's -- and that was -- those are my comments.
4 Thank you.

5 CHAIR KENNEDY: Thank you, Ms. Shellenberger. And
6 yes, I do apologize for not reviewing the agenda. I -- I
7 did not put that on my condensed schedule for the week.
8 I usually do an expanded one to -- to read from.

9 So just to give you and others an idea, tomorrow
10 morning, after public comment, we will have presentation
11 of draft policies from the Admin and Finance
12 Subcommittee. We will have subcommittee reports. And we
13 will review the draft documents that would feed into the
14 RFP. So those are the -- those are the three main items
15 for tomorrow.

16 On Thursday, the day will begin, after public
17 comment, with the panel put together by the Global Access
18 subcommittee. After that, we would have any further
19 discussion on design and content of the website. We may
20 have a brief closed session if there are personnel
21 matters that we need to deal with, after which we would
22 have item 13 on the agenda after lunch, which would be
23 commission dynamics. And then closing the day on
24 Thursday would be discussion of future agenda items.

25 MS. SHELLENBERGER: I appreciate that. Thank you.

1 CHAIR KENNEDY: You're very welcome.

2 Commissioner Sadhwani?

3 COMMISSIONER SADHWANI: Sir, I don't -- you know,
4 and I would need to talk with Commission Anderson about
5 this, but I don't have any problem releasing the full
6 RFP2 language. It is very much in draft state -- a draft
7 stage, and I think that's what our intention is, to talk
8 about it with the full Commission, kind of share and
9 update of where we're at thus far, and of course glean
10 that feedback, both from our fellow commissioners as well
11 as from the public.

12 I don't know, staffing wise, if we can get it posted
13 by this evening. I don't have any problem doing that. I
14 don't know if Commission Anderson wishes to -- to respond
15 to -- you know, to that request.

16 COMMISSIONER ANDERSEN: I might just say no, that the
17 only reason it -- the whole document isn't there is
18 because there are -- there are portions which tie in the
19 scope, and does tie a little bit later in -- in parts of,
20 you know, the standard agreement, the scope that has to
21 be repeated, things like that. And we did not
22 necessarily put all those in, because the -- the scope is
23 what we're going to be talking about.

24 So the boilerplate part of it we could certainly
25 share. It's very long, but -- and again, I don't know if



1 we can staff anyone to put it up there. But I have no
2 object --

3 MS. SHELLENBERGER: Okay. Well --

4 DIRECTOR CLAYPOOL: So the full RFP is going to go
5 to the office of legal services for review. It's going
6 to be over there. So it's going to be posted on your
7 website in its entirety for 30 -- at least 30 days. So
8 that was part of -- if you go back and look at those time
9 lines that I showed you, they're going to be taking a
10 look at it. There are possibilities to make amendments to
11 it while it's there. Not large amendments, but -- but
12 certainly if there was some disagreement with
13 boilerplate, they will have that opportunity to see it.
14 So I just wanted to offer that, that there's going to be
15 plenty of time for people to review it and to see what it
16 is.

17 MS. SHELLENBERGER: I appreciate that. Thank you so
18 much.

19 CHAIR KENNEDY: Very good. Thank you, Ms.
20 Shellenberger, for your comments.

21 PUBLIC COMMENT MODERATOR: Chair?

22 CHAIR KENNEDY: Yes.

23 PUBLIC COMMENT MODERATOR: This is Katy. I -- we --
24 I do have someone in the queue.

25 I would ask if you're in the queue and you would



1 like to share a comment, could you please press star 9 to
2 raise your hand? Okay. Yes, they would like to make a
3 comment. Can I open it up for them?

4 CHAIR KENNEDY: Yes, please.

5 PUBLIC COMMENT MODERATOR: If you'll please state
6 and spell your name for the court reporter?

7 MR. GARCIA: Hi. Hello. My name is Jesus Garcia,
8 J-E-S-U-S G-A-R-C-I-A.

9 PUBLIC COMMENT MODERATOR: And if you could share
10 your comment?

11 MR. GARCIA: Yeah. So I'm -- it is my honor to have
12 been mentioned by Camilla Chavez, you know, in this
13 presentation.

14 I have actually two comments. One is that there was
15 a reference to the state-wide database and the activities
16 that it will provide. Now, I'm -- I'm a demographer
17 statistician, and I actually was talking to folks at the
18 state-wide database right at the beginning, you know,
19 after the 2010 census. And the one thing I know about
20 the state-wide database is that it is a tremendous
21 repository of all things census, including, obviously,
22 the PL '94 data, but as well as the redistricting -- I
23 mean, excuse me, the election results, and on and on.

24 I have, over the time, downloaded and processed all
25 that information, and while it is a great source, it is

1 not easy for people to actually work with. And so that
2 will be the hope, that this time coming around that your
3 demographer or -- or the firm that you will be working
4 with will provide the ability to analyze the wealth of
5 the data.

6 Now, in my consulting business, something that I'm
7 working on, we -- working with a (indiscernible) field
8 and then Carlos Perez in LA, we have been going after
9 California Voting Rights Act cases in primarily school
10 districts. And while the demography data, the population
11 data, and the C-bath data is important, equally important
12 to make sure that districts can create districts that
13 represent the community is the voter information. And so
14 the state-wide database has been a tremendous source of
15 providing voter data that says, hey, once we create this
16 district, these districts now can elect a person of that
17 capacity.

18 So that takes an extra effort, and it's actually
19 been -- took me four to five years of process to get to
20 that -- that point. And so I recommend that, you know,
21 again the firm that you hire will -- will be able to do
22 that at, obviously, a localized community.

23 The other thing that I would like to emphasize is
24 that similar to what Delores Huerta Foundation will be
25 doing is they take their task to the community, and so



1 the community is aware of their needs. And so I think
2 you have to have firms that trust the community. You
3 need to have staff that will acknowledge the community,
4 and when they are presenting their case about one
5 particular thing or another.

6 Mentioning, for instance, the struggle that we had
7 with the Kern High School District. It was very
8 interesting to watch the progression of the community
9 involved in that process. At the beginning, I remember
10 going to one of the initial meetings at the Board of
11 Education. The community was hesitant, and they were,
12 you know, a little -- you know, they were basically --
13 they were hesitant to speak to the powers that be asking
14 the Board -- Board of Education. And in the same token,
15 some of the Board members of (indiscernible) district was
16 very disrespectful to the community because they didn't
17 have the language, or -- or you know, that was there.

18 By the end, when the community was talking to the
19 county committee on school district organization, they
20 were confident, they were aware, they were demanding
21 change. And I think that's the evolution that you want.
22 We need a way to have the community grow in their voice.
23 And they know their community, but sometimes they are not
24 able to articulate it as well as they could.

25 So we need to have community members, we need



1 community engagement, and so we need to trust the voices
2 that the community brings, because, again, they know
3 where they live and what are -- what are -- and what --
4 and would be the best representation for them.

5 Those are my two comments. And thank you for the
6 opportunity to speak. And thank you to Camilla, and
7 obviously I'm proud of my -- my daughter Sophia for the
8 work that she's doing going forward. And it's going to
9 be a very exciting time, and I look forward to seeing
10 what comes up both from your Commission, but all the way
11 down to the school boards, and the county boards, and
12 the -- the parks and rec boards, and the like. Thank you
13 very much for this opportunity to speak.

14 CHAIR KENNEDY: Thank you, Mr. Garcia, not only for
15 your comments but for inspiring your daughter.

16 MR. GARCIA: It's my pleasure.

17 CHAIR KENNEDY: Okay. Katy, do we have anyone else?

18 PUBLIC COMMENT MODERATOR: No, that was it. I think
19 it's a wonder -- wonderful way to end.

20 CHAIR KENNEDY: Very good. Just by way of general
21 interest, I have shared with the Director and he has
22 asked for it to be shared out, the announcement of a
23 virtual conference next Thursday, the 10th of December.
24 And I had -- I had initially not been paying close
25 attention to the announcement when it came into my inbox.



1 But then I -- I was reviewing it more closely today and
2 realized that the key-note panel is entitled Powering
3 Civic Engagement with GIS.

4 So you will be getting the announcement of this
5 conference -- online conference next week. The
6 election's GO summit conference, and one of the -- one of
7 the speakers on that key-note panel is with the League of
8 Women's Voters of the U.S., one is with the Center for
9 Tech and Civic Life, and one is with Democracy Works. So
10 I think it will be an excellent opportunity to listen to
11 some experts in the field and we may get further
12 inspiration from listening to these experts.

13 And with that, it's 4:59. Unless there is any
14 further question or comment, I will recess until 9:30
15 tomorrow morning. Thank you all. Have a nice evening.

16 (Whereupon, the Public Meeting adjourned at
17 4:59 p.m.)

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CERTIFICATE OF TRANSCRIBER

I certify that the foregoing is a correct transcript, to the best of my ability, of the videoconference recording of the proceedings provided by the California Citizens Redistricting Commission.



LORI A. RAHTES, CDLT-108

June 3, 2022

DATE

